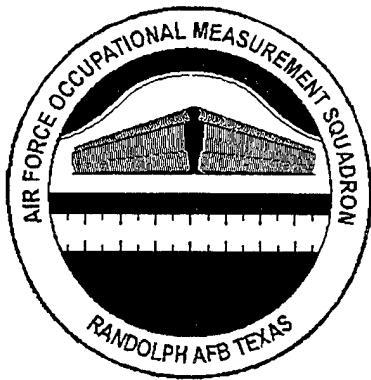


DTIC



UNITED STATES AIR FORCE

OCCUPATIONAL SURVEY REPORT

AIRFIELD MANAGEMENT

AFSC 1C0X1

AFPT 90-1C0-103 DTIC QUALITY INSPECTED

JULY 1997

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AIR FORCE OCCUPATIONAL MEASUREMENT SQUADRON
AIR EDUCATION AND TRAINING COMMAND
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TABLE OF CONTENTS

	<u>PAGE NUMBER</u>
PREFACE	viii
SUMMARY OF RESULTS	x
INTRODUCTION	1
Background.....	1
SURVEY METHODOLOGY	2
Survey Administration	3
Survey Sample.....	3
Task Factor Administration.....	12
SPECIALTY JOBS	12
Structure Overview.....	13
Job Descriptions	14
Comparison of Current Survey to Previous Survey	21
Summary of Specialty Jobs	22
ANALYSIS OF CAREER LADDER PROGRESSION.....	22
Active Duty Skill Level Descriptions	30
National Guard Skill Level Descriptions	31
Reserve Skill Level Descriptions	32
Summary.....	33
ANALYSIS OF MAJCOM GROUPS	55
TRAINING ANALYSIS	55
First-Enlistment Personnel	55
Training Emphasis (TE) and Task Difficulty (TD) Data	56
Specialty Training Standard (STS).....	63
JOB SATISFACTION ANALYSIS	64
IMPLICATIONS.....	78

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TABLE OF CONTENTS
(Tables, Figures, Appendices)

	<u>PAGE NUMBER</u>
TABLE 1 COMMAND REPRESENTATION OF AFSC 1C0X1 SURVEY SAMPLE	4
TABLE 2 PAYGRADE REPRESENTATION OF AFSC 1C0X1 SURVEY SAMPLE	5
TABLE 3 SELECTED BACKGROUND DATA FOR 1C0X1 CAREER LADDER JOBS.....	7-8
TABLE 4 PERCENT TIME SPENT ON DUTY BY JOB	9-10
TABLE 5 COMPARISON OF CURRENT JOBS TO 1993 SURVEY JOBS.....	11
TABLE 6 DISTRIBUTION OF ACTIVE DUTY DAFSC GROUP MEMBERS ACROSS CAREER LADDER JOB GROUPS (PERCENT IN JOB)	24
TABLE 7 DISTRIBUTION OF NATIONAL GUARD DAFSC GROUP MEMBERS ACROSS CAREER LADDER JOB GROUPS (PERCENT IN JOB).....	25
TABLE 8 DISTRIBUTION OF RESERVE DAFSC GROUP MEMBERS ACROSS CAREER LADDER JOB GROUPS (PERCENT IN JOB)	26
TABLE 9 AVERAGE TIME SPENT ON DUTIES BY DAFSC GROUPS ACTIVE DUTY PERSONNEL (N=438)	27
TABLE 10 AVERAGE TIME SPENT ON DUTIES BY DAFSC GROUPS NATIONAL GUARD PERSONNEL (N=127).....	28
TABLE 11 AVERAGE TIME SPENT ON DUTIES BY DAFSC GROUPS RESERVE PERSONNEL (N=42)	29
TABLE 12 REPRESENTATIVE TASKS PERFORMED BY DAFSC 1C031 ACTIVE DUTY (PERCENT MEMBERS PERFORMING).....	34
TABLE 13 REPRESENTATIVE TASKS PERFORMED BY DAFSC 1C051 ACTIVE DUTY (PERCENT MEMBERS PERFORMING).....	35
TABLE 14 TASKS WHICH BEST DIFFERENTIATE BETWEEN DAFSC 1C031 AND 1C051 ACTIVE DUTY PERSONNEL (PERCENT MEMBERS PERFORMING).....	36
TABLE 15 REPRESENTATIVE TASKS PERFORMED BY DAFSC 1C071 ACTIVE DUTY (PERCENT MEMBERS PERFORMING).....	37
TABLE 16 TASKS WHICH BEST DIFFERENTIATE BETWEEN DAFSC 1C051 AND 1C071 ACTIVE DUTY PERSONNEL (PERCENT MEMBERS PERFORMING).....	38
TABLE 17 REPRESENTATIVE TASKS PERFORMED BY DAFSC 1C091 ACTIVE DUTY PERSONNEL (PERCENT MEMBERS PERFORMING).....	39
TABLE 18 TASKS WHICH BEST DIFFERENTIATE BETWEEN DAFSC 1C071 AND 1C091 ACTIVE DUTY PERSONNEL (PERCENT MEMBERS PERFORMING).....	40

TABLE OF CONTENTS (CONTINUED)
 (Tables, Figures, Appendices)

	PAGE NUMBER
TABLE 19 REPRESENTATIVE TASKS PERFORMED BY DAFSC 1C071 NATIONAL GUARD PERSONNEL (PERCENT MEMBERS PERFORMING).....	41
TABLE 20 REPRESENTATIVE TASKS PERFORMED BY DAFSC 1C091 NATIONAL GUARD PERSONNEL (PERCENT MEMBERS PERFORMING).....	42
TABLE 21 TASKS WHICH BEST DIFFERENTIATE BETWEEN DAFSC 1C071 AND 1C091 NATIONAL GUARD PERSONNEL (PERCENT MEMBERS PERFORMING).....	43
TABLE 22 REPRESENTATIVE TASKS PERFORMED BY DAFSC 1C051 RESERVE PERSONNEL (PERCENT MEMBERS PERFORMING).....	44
TABLE 23 REPRESENTATIVE TASKS PERFORMED BY DAFSC 1C071 RESERVE PERSONNEL (PERCENT MEMBERS PERFORMING).....	45
TABLE 24 TASKS WHICH BEST DIFFERENTIATE BETWEEN DAFSC 1C051 AND 1C071 RESERVE PERSONNEL (PERCENT MEMBERS PERFORMING).....	46
TABLE 25 REPRESENTATIVE TASKS PERFORMED BY DAFSC 1C091 RESERVE PERSONNEL (PERCENT MEMBERS PERFORMING).....	47
TABLE 26 TASKS WHICH BEST DIFFERENTIATE BETWEEN DAFSC 1C071 AND 1C091 RESERVE PERSONNEL (PERCENT MEMBERS PERFORMING).....	48
TABLE 27 DUTIES PERFORMED BY ACTIVE DUTY, NATIONAL GUARD, AND RESERVE 1C051 (PERCENT TIME SPENT).....	49
TABLE 28 COMPARATIVE TASKS PERFORMED BY ACTIVE DUTY DAFSC 1C051 AND RESERVE 1C051 MEMBERS (PERCENT MEMBERS PERFORMING).....	50
TABLE 29 DUTIES PERFORMED BY ACTIVE DUTY, NATIONAL GUARD, AND RESERVE 1C071 (PERCENT TIME SPENT).....	51
TABLE 30 COMPARATIVE TASKS PERFORMED BY ACTIVE DUTY DAFSC 1C071, NATIONAL GUARD 1C071, AND RESERVE 1C071 MEMBERS (PERCENT MEMBERS PERFORMING).....	52
TABLE 31 DUTIES PERFORMED BY ACTIVE DUTY, NATIONAL GUARD, AND RESERVE 1C091 (PERCENT TIME SPENT).....	53
TABLE 32 COMPARATIVE TASKS PERFORMED BY ACTIVE DUTY DAFSC 1C091, NATIONAL GUARD 1C091, AND RESERVE 1C091 MEMBERS (PERCENT MEMBERS PERFORMING).....	54
TABLE 33 REPRESENTATIVE TASKS PERFORMED BY DAFSC 1C0X1 AIRMEN WITH 1-48 MONTHS TAFMS	57
TABLE 34 SUPPORT EQUIPMENT USED BY FIRST-ENLISTMENT PERSONNEL (1-48 MONTHS TAFMS).....	58

TABLE OF CONTENTS (CONTINUED)
 (Tables, Figures, Appendices)

	<u>PAGE NUMBER</u>
TABLE 35 TASKS RATED HIGHEST IN TRAINING EMPHASIS (TE).....	59
TABLE 36 TASKS RATED HIGHEST IN TASK DIFFICULTY (TD).....	60
TABLE 37 EXAMPLE TASKS HIGH IN AUTOMATED TRAINING INDICATOR (ATI) RATINGS	61
TABLE 38 EXAMPLE STS PERFORMANCE ELEMENTS REFLECTING LOW PERCENT MEMBERS PERFORMING TASKS (LESS THAN 20 PERCENT MEMBERS PERFORMING).....	66
TABLE 39 EXAMPLE STS ELEMENTS REQUIRING REVIEW OF 3-SKILL LEVEL PROFICIENCY CODES	67-68
TABLE 40 EXAMPLE TASKS WITH MORE THAN 20 PERCENT MEMBERS PERFORMING NOT MATCHED TO STS ELEMENTS.....	69
TABLE 41 EXAMPLE POI OBJECTIVES REFLECTING LOW PERCENT MEMBERS PERFORMING TASKS (LESS THAN 30 PERCENT MEMBERS PERFORMING)	70
TABLE 42 EXAMPLE TASKS WITH MORE THAN 30 PERCENT MEMBERS PERFORMING NOT MATCHED TO POI OBJECTIVES.....	71
TABLE 43 COMPARISON OF JOB SATISFACTION INDICATORS FOR 1C0X1 AND COMPARATIVE SAMPLE GROUP (PERCENT MEMBERS RESPONDING).....	72
TABLE 44 COMPARISON OF JOB SATISFACTION INDICATORS FOR 1C0X1 AND COMPARATIVE SAMPLE GROUP (PERCENT MEMBERS RESPONDING).....	73
TABLE 45 COMPARISON OF JOB SATISFACTION INDICATORS FOR CLUSTERS AND JOB TYPES (PERCENT MEMBERS RESPONDING).....	74-76
TABLE 46 COMPARISON OF JOB SATISFACTION INDICATORS FOR 1C0X1 ACTIVE DUTY, NATIONAL GUARD, AND RESERVE (PERCENT MEMBERS RESPONDING)	77
 FIGURE 1 CAREER LADDER STRUCTURE.....	 6
FIGURE 2 FIRST-ENLISTMENT JOB DISTRIBUTION	62
APPENDIX A SELECTED REPRESENTATIVE TASKS PERFORMED BY CAREER LADDER STRUCTURE GROUPS.....	79

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PREFACE

This report presents the results of an Air Force occupational survey of the Airfield Management (AFSC 1C0X1) career ladder. Authority for conducting occupational surveys is contained in AFI 36-2623. Computer products used in this report are available for use by operations and training officials.

Second Lieutenant Jeffrey Nagy, Inventory Development Specialist, developed the survey instrument. Second Lieutenant David A. Huber, Occupational Analyst, analyzed the data and wrote the final report. Lieutenant Colonel Roger W. Barnes, OMYO Section Chief, approved the written product. Mrs. Jeanie C. Guesman provided computer programming support, and Mr. Richard G. Ramos provided administrative support.

Copies of this report are distributed to Air Staff sections, major commands, and other interested training and management personnel. Additional copies are available upon request to the Air Force Occupational Measurement Squadron, Attention: Chief, Occupational Analysis Flight (OMY), 1550 5th Street East, Randolph AFB Texas 78150-4449 (DSN 487-6623).

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SUMMARY OF RESULTS

1. **Survey Coverage:** Survey results are based on responses from 610th Airfield Management personnel. This represents 53 percent of the total assigned AFSC 1C0X1 population. Incumbents were surveyed across all of the major commands. Active Duty (AD), Air National Guard (ANG), and Air Force Reserve (AFRES) personnel are included in this survey. The sample includes personnel from the 3-, 5-, 7-, and 9-skill levels.
2. **Career Ladder Structure:** Eight independent jobs (IJs) and one cluster were identified in the career structure analysis. The IJs were Aircrew and Passenger Assistant, Managerial, Mobility, Tanker Airlift Control (TALCE) Operations, Publications, Range Operations, Administrative, Functional Manager, and Trainer. The cluster identified was the Flight Coordination Cluster. This structure is similar to that described in the 1993 survey.
3. **Career Ladder Progression:** The 3- and 5-skill level personnel perform technical functions, while the 7-skill level members perform both technical and supervisory tasks. Members at the 9-skill level are almost solely dedicated to supervisory and training tasks.
4. **Training Analysis:** A match of survey data to the AFSC 1C0X1 Specialty Training Standard (STS) provided support for the matched STS items. Some items were recommended for deletion. There were items that were recommended for change in proficiency code. Also, there were tasks with high percentages of members performing, but were not matched to the STS. These tasks were recommended for inclusion into the STS. Survey data was compared to the Airfield Management Apprentice Plan of Instruction (POI) document. Survey data supported the POI document. Tasks not matched to the POI document were recommended for review by training professionals for possible training consideration.
5. **Job Satisfaction Analysis:** Overall, the survey respondents expressed high job satisfaction. All component groups expressed high job satisfaction in all five job satisfaction indication categories. Overall, the National Guard and Reserve groups expressed higher job satisfaction than the Active Duty group.
6. **Implications:** No major changes have occurred with AFSC 1C0X1 since the survey published in 1993.

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**OCCUPATIONAL SURVEY REPORT (OSR)
AIRFIELD MANAGEMENT CAREER LADDER
(AFSC 1C0X1)**

INTRODUCTION

This report presents the results of an occupational survey of the Airfield Management specialty completed by the Occupational Analysis Flight, Occupational Measurement Squadron, in May 1997. This survey was conducted as part of a 5-year survey cycle. The previous survey was completed in January 1993.

Background

The AFSC 1C0X1 OSR can assist technical training personnel in updating the training programs and evaluating the current classification structure. The need for specialized training for certain major command (MAJCOM) or skill-level groups can be determined through interpretation of the data.

According to AFMAN 36-2108 *Specialty Descriptions* for AFSC 1C0X1, effective 31 October 1993, Airfield Management personnel procure, maintain, and produce information on safe operation of aircraft through the national and international airspace system. These personnel also direct, assist, and provide aircrews with information and services to accomplish operational activities relating to airfield management and flight planning, and perform mobile airfield management functions and activities for worldwide deployment of USAF aircraft. For members entering the AFSC 1C0X1 career ladder, a minimum score of 45 on the ASVAB in the Administrative category is required. The strength factor required for 1C0X1 personnel is "G" (weight lift of 40 pounds). Members are required to have the ability to speak distinctly. Qualification to operate a government vehicle (as directed by AFI 24-301, *Vehicle Operations*) is required. Eligibility for a secret security clearance (according to AFI 31-501, *Personnel Security Program Management*) is required. Furthermore, members must have the ability to keystroke at a minimum speed of 20 words per minute on a keyboard.

The current AFSC 1C0X1 training program consists of an entry-level course (E3ABR1C031-000), one 7-skill level course, and one 9-skill level course, all conducted at Keesler AFB MS. Course E3ABR1C031-000 is 6 weeks long and includes instruction in flight data processing, airfield inspections, emergency response actions, passenger processing, and basic terminology used throughout the career field.

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The Airfield Management Craftsman 7-skill level course (E3ACR1C071-000) is 10 academic days long. Course content includes advanced functions pertaining to flight information publications, base support agencies, rules of flight, airfield safety, airfield lighting and marking, airfield management, emergency actions, bird strike hazards reduction programs, flight planning, civil aircraft, and flightline driving.

The Airfield Management Military Airfield Manager 9-skill level course (E3AZR1C091-000) is 15 academic days long. The course includes instruction in facility operation management, base support forums, contingencies and support plans, airfield utilization, airfield safety and security, bird and animal control, visual air navigation facilities and airfield markings, air traffic control, pavement evaluation reports, airfield inspections, airfield check requirements, airfield maintenance and construction, and airshows, open house and special events.

SURVEY METHODOLOGY

Data for this survey was collected by administering USAF Job Inventory (JI) AFPT 90-1C0-103, dated September 1996. During the initial inventory development, 38 subject-matter experts (SMEs) from 7 operational bases and 1 training unit were interviewed. The developer also reviewed pertinent career ladder documents, the previous inventory, and the OSR to prepare a task list. Bases visited during this development included:

<u>BASE</u>	<u>UNIT</u>	<u>REASON FOR VISIT</u>
Keesler AFB	334 TRS/TTAOH	Basic course location
Barksdale AFB	2 OSS/OSAA	Nuclear weapons system support
Luke AFB	56 OSS/OSAA	AETC base
McEntire ANG Base	169 OSA	ANG base
Dobbins Air Reserve Base	94 OSS/OSA	AFRES base
McGuire AFB	305 OSS/OSAA	TALCE unit
Langley AFB	1 OSS/OSA	ACC base
Pope AFB	1 OSS/OSA	Composite wing operations

The resulting JI lists 584 tasks, grouped into 13 duty titles. The inventory also contains a number of background questions relating to duty AFSC (DAFSC), time in present job, total active military service (TAFMS), work area assigned, job title, support equipment used, calculations performed, and job satisfaction information.

Survey Administration

From October 1996 through March 1997, the inventory booklets were administered to personnel eligible for the survey. Base Training Offices located at 168 bases across various Air Force MAJCOMs gave the inventory booklets to AFSC 1C0X1 personnel with DAFSCs of 1C031, 1C051, 1C071, and 1C091. The respondents were picked from a computer generated mailing list from the Air Force Personnel Center. Personnel not considered eligible to take part in the survey were those who were in transition to a permanent change of station, those retiring at the time of the survey, those hospitalized, and those who had not been in their present job for a period of 6 weeks.

All eligible members who completed an inventory booklet first completed an identification and background information section. In the second step, the personnel went through the booklet and checked all tasks performed on their present job. After checking the performed tasks, they then rated the tasks on a scale from 1 to 9 based on the relative amount of time they spent on that task compared to all others. A rating of 1 indicated a very small amount of time was spent, and a rating of 9 indicated a large amount of time was spent on the task. To determine relative time spent on each task checked by a respondent, the sum of the ratings was assumed to account for 100 percent of his time on the job. All respondents' responses were added, then each rating was divided by the sum of all responses. Then, this quotient was multiplied by 100 to get the relative percent time spent for each task. This procedure allowed a comparison of percent members performing and relative percent time spent on tasks and groups of tasks.

Survey Sample

The JI booklets mailed to the participants in the survey were monitored to ensure the final survey sample would be representative of the MAJCOM and paygrade groups. Table 1 lists the percentage distribution by MAJCOM of assigned personnel in the career ladder as of June 1996. Also shown in Table 1 is the percentage distribution by MAJCOM of the final population. Table 2 shows the survey sample representation across paygrades. The tables show that representation by MAJCOM and paygrade is good. The 610 respondents included in the survey are from all three component groups (Active Duty, National Guard, and Reserve) and represent 53 percent of the total 1,150 1C0X1 personnel assigned to the career ladder (as of June 1996).

TABLE 1
COMMAND REPRESENTATION OF AFSC 1C0X1 SURVEY SAMPLE

COMMAND	PERCENT OF ASSIGNED*	PERCENT OF SAMPLE
ANG	28	21
ACC	21	21
AMC	12	13
PACAF	12	13
AFRES	9	7
USAFE	5	6
AETC	4	7
AFMC	4	5
AFSPC	3	4
OTHER	2	3

TOTAL ASSIGNED-1,150*
TOTAL NUMBER ELIGIBLE-1,036
TOTAL IN SAMPLE-610
PERCENT OF ASSIGNED-53%
PERCENT OF ELIGIBLE-59%

* As of June 1996

NOTE: AFSC 1C0X1 personnel not eligible for survey include those members with discharge, retirement, PCS, or hospital status, and those having less than 6 weeks in their present job

TABLE 2
PAYGRADE REPRESENTATION OF AFSC 1C0X1 SURVEY SAMPLE

<u>PAYGRADE</u>	<u>PERCENT OF ASSIGNED*</u>	<u>PERCENT OF SAMPLE</u>
E-1	-	-
E-2	5	7
E-3	11	12
E-4	15	16
E-5	24	26
E-6	19	17
E-7	18	16
E-8	8	6
E-9	-	-

* As of June 1996
- Indicates less than 1 percent

Career Ladder Structure

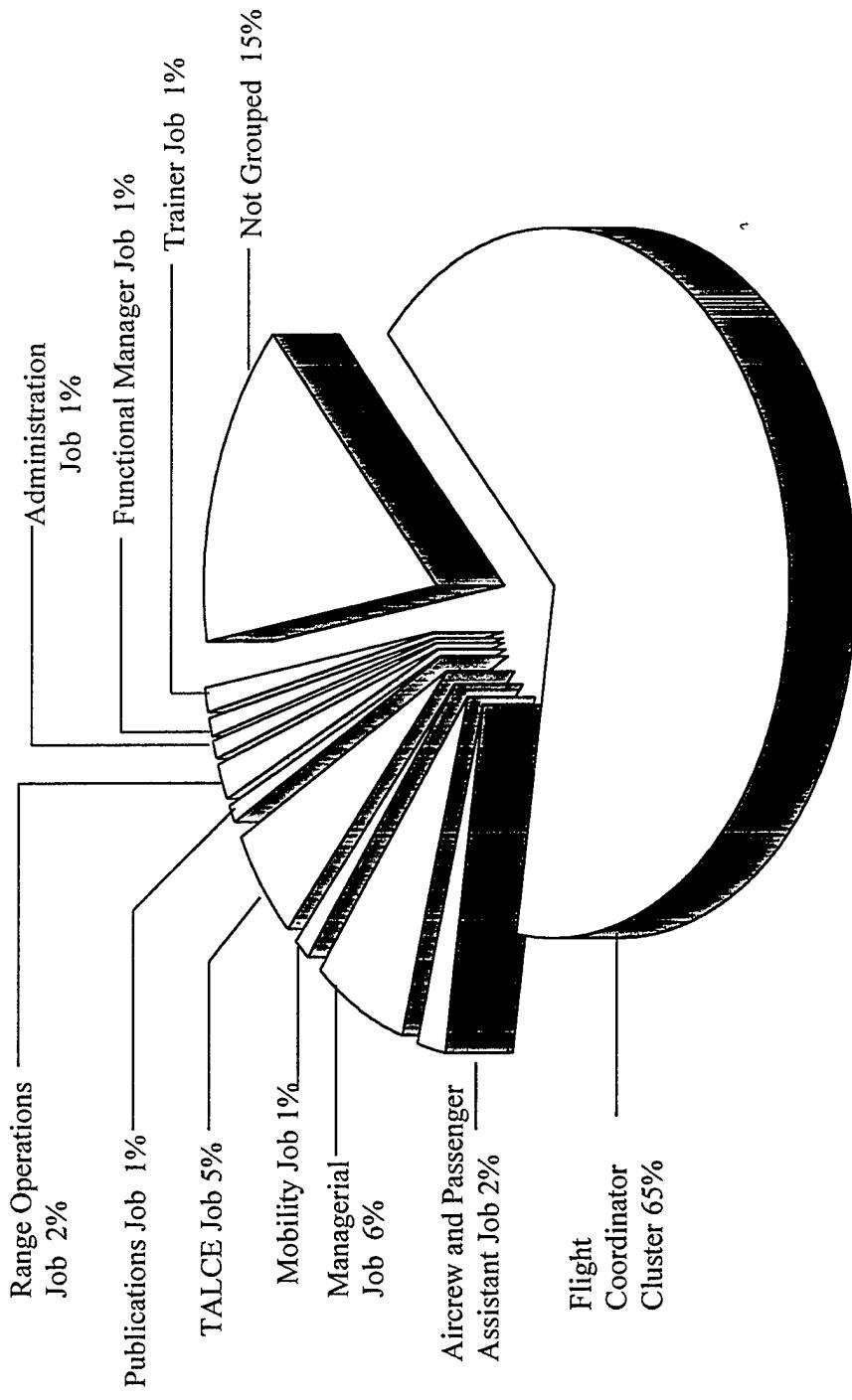


FIGURE 1

TABLE 3

SELECTED BACKGROUND DATA FOR 1C0X1 CAREER LADDER JOBS

	AIRCREW FLIGHT COORDINATOR (ST065)	PASSENGER ASSISTANT (ST113)	MANAGERIAL (ST071)	MOBILITY (ST079)	TALCE TECHNICIAN (ST075)
NUMBER IN GROUP	397	8	39	6	33
PERCENT OF TOTAL SAMPLE	65%	1%	6%	1%	5%
PERCENT CONUS	79	100%	69%	83%	82%
<hr/>					
DAFSC DISTRIBUTION					
1C031	29%	0%	0%	17%	3%
1C051	41%	25%	10%	33%	15%
1C071	25%	63%	46%	50%	55%
1C091	5%	13%	44%	0%	27%
<hr/>					
COMPONENT STATUS					
ACTIVE DUTY	81%	0%	59%	67%	40%
NATIONAL GUARD	15%	38%	38%	33%	21%
RESERVE	4%	63%	3%	0%	39%
<hr/>					
PREDOMINATE PAYGRADES					
E3-E6	E6-E7	E7-E8	E3-E7	E5-E7	E5-E7
79	149	176	117	118	118
AVERAGE MONTHS IN CAREER LADDER	110	205	219	159	160
AVERAGE MONTHS IN SERVICE	21%	13%	0%	17%	6%
PERCENT IN FIRST ENLISTMENT	148	71	129	203	178
AVERAGE NUMBER TASKS PERFORMED					
PERCENT SUPERVISING	47%	50%	95%	33%	61%

TABLE 3 (CONTINUED)

SELECTED BACKGROUND DATA FOR 1C0X1 CAREER LADDER JOBS

	PUBLICATIONS (ST089)	RANGE OPERATIONS (ST055)	ADMINISTRATIVE (ST083)	FUNCTIONAL MANAGER (ST074)	TRAINER (ST054)
NUMBER IN GROUP	5	10	5	5	7
PERCENT OF TOTAL SAMPLE	1%	2%	1%	1%	1%
PERCENT CONUS	20%	30%	0%	60%	86%
DAFSC DISTRIBUTION					
1C031	0%	0%	0%	0%	14%
1C051	100%	50%	60%	0%	43%
1C071	0%	40%	40%	60%	43%
1C091	0%	10%	0%	40%	0%
COMPONENT STATUS					
ACTIVE DUTY	100%	70%	100%	100%	100%
NATIONAL GUARD	0%	30%	0%	0%	0%
RESERVE	0%	0%	0%	0%	0%
PREDOMINATE PAYGRADES	E5	E4-E8	E5-E6	E6-E8	E5-E7
AVERAGE MONTHS IN CAREER LADDER	117	92	153	161	125
AVERAGE MONTHS IN SERVICE	159	134	179	226	176
PERCENT IN FIRST ENLISTMENT	0%	0%	0%	0%	0%
AVERAGE NUMBER TASKS PERFORMED	40	77	31	55	34
PERCENT SUPERVISING	20%	40%	80%	0%	57%

TABLE 4

PERCENT TIME SPENT ON DUTY BY JOB*

	FLIGHT COORDINATOR CLUSTER	AIRCREW PASSENGER ASSISTANT	MANAGERIAL	MOBILITY	TALCE
A Management and Supervisory	10	15	41	24	15
B Training	4	6	7	6	4
C Administrative	4	3	6	6	5
D Supply	2	1	5	5	3
E Base Ops and Air Ops Activities	10	12	6	5	6
F Airdrome Control and Maintenance	15	2	13	6	2
G Maintaining Flight Publications	7	20	5	1	3
H Processing Flight Data and Flight Plans	21	10	3	6	4
I Assisting Aircrues and Passengers	12	27	4	6	7
J Airfield Emergency Actions	11	1	4	4	5
K Range Operations Activities	-	-	-	1	-
L Tanker Airlift Control (TALCE) Activities	-	-	-	1	4
M Mobility and Contingency Activities	2	-	4	24	13

* Columns may not add to 100 percent due to rounding
- Indicates less than 1 percent

TABLE 4 (CONTINUED)

PERCENT TIME SPENT ON DUTY BY JOB*

		PUBLICATIONS	RANGE OPERATIONS	ADMINISTRATIVE	FUNCTIONAL MANAGER	TRAINER
A	Management and Supervisory	13	18	33	48	21
B	Training	2	4	10	10	60
C	Administrative	14	3	39	14	7
D	Supply	21	4	5	2	2
E	Base Ops and Air Ops Activities	3	5	-	6	-
F	Airdrome Control and Maintenance	1	1	-	4	1
G	Maintaining Flight Publications	36	1	3	10	2
H	Processing Flight Data and Flight Plans	5	1	5	1	3
I	Assisting Aircrews and Passengers	1	1	4	1	1
J	Airfield Emergency Actions	-	1	-	-	-
K	Range Operations Activities	-	58	-	-	1
L	Tanker Airlift Control (TALCE) Activities	-	-	-	-	-
M	Mobility and Contingency Activities	1	1	-	1	-

* Columns may not add to 100 percent due to rounding
 - Indicates less than 1 percent

TABLE 5
COMPARISON OF CURRENT JOBS
TO 1993 SURVEY JOBS

<u>1997 JOBS</u>	<u>1993 JOBS</u>
FLIGHT COORDINATOR	FLIGHT DATA
AIRCREW AND PASSENGER ASSISTANT	ADVANCED RANGE INSTRUMENTAL AIRCRAFT CONTROLLER
MANAGERIAL	SUPERVISORY
MOBILITY	FLIGHT DOCUMENTATION
TALCE	AIRLIFT CONTROL SQUADRON (ALCS)
PUBLICATIONS	RANGE SUPERVISOR
RANGE OPERATIONS	RANGE OPERATION
ADMINISTRATIVE	RANGE CONTROLLER
FUNCTIONAL MANAGER	FUNCTIONAL MANAGER
TRAINER	

Task Factor Administration

Job descriptions alone do not provide sufficient data for making decisions about career ladder documents or training programs. Task factor information is needed for a complete analysis of the career ladder. To obtain the needed task factor data, selected senior AFSC 1C0X1 personnel (generally E-6 or E-7 craftsmen) also completed a second booklet for either Training Emphasis (TE) or Task Difficulty (TD). These booklets were processed separately from the JIs. This information is used in a number of different analyses discussed in more detail in the report.

Training Emphasis: TE is a rating of the amount of emphasis that should be placed on tasks in entry-level training. The 39 senior AFSC 1C0X1 NCOs who completed booklets were asked to select tasks they felt should be taught to entry-level personnel in some sort of structured training and then indicate how much training emphasis these tasks should receive, from 1 (extremely low emphasis) to 9 (extremely high emphasis). Structured training is defined as training provided at resident technical schools, field training detachments, mobile training teams, formal on-the-job training (OJT), or any other organized training method. The rater agreement among these 39 raters was high. The average TE rating was 2.14, with a standard deviation of 1.94. Any task with a TE rating of 4.08 is considered to have high TE.

Task Difficulty: TD is an estimate of the amount of time needed to learn how to do each task satisfactorily. The 43 senior NCOs who completed TD booklets were asked to rate the difficulty of each task using a 1- to 9-point scale (extremely low to extremely high). Interrater reliability was high. Ratings were standardized so tasks have an average difficulty of 5.00 and a standard deviation of 1.00. Any task with a TD rating of 6.00 or above is considered difficult to learn.

SPECIALTY JOBS

The structure of jobs in the Airfield Management career ladder were based on the similarity of tasks performed and percent time spent. To aid in determining career ladder structure, an automated job clustering program compares job descriptions for individuals in the survey sample. The automated job clustering program then selects the most similar job descriptions based on tasks performed and the time spent on those tasks. The computer program then finds all other individuals that are similar and then adds them to the group. The program continues to group individuals together or separates them into other groups. The program continues until all members are grouped. The result is a pattern of jobs that make the AFSC 1C0X1 career ladder.

The basic group used in the hierarchical clustering process is the *Job*. When two or more jobs have a substantial degree of similarity in tasks performed and time spent performing tasks, they are grouped together and identified as a *Cluster*. The structure of the career ladder is then defined in terms of jobs and clusters of jobs.

Structure Overview

In this survey, nine jobs and one cluster were identified. These are listed and the descriptions of each are provided. The stage number (ST) beside each job title is a computer generated code number, and the letter "N" within parentheses corresponds to the number of personnel in each group.

- I. FLIGHT COORDINATION CLUSTER (ST065, N=397)
 - A. Flight Data Processor (ST105)
 - B. Airdrome Controller (ST136)
 - C. Base Level Flight Coordinator (ST133)
 - D. Senior Level Flight Coordinator (ST134)
 - E. Guard/Reserve Flight Coordinator (ST110)
- II. AIRCREW AND PASSENGER ASSISTANT JOB (ST113, N=8)
- III. MANAGERIAL JOB (ST071, N=39)
- IV. MOBILITY JOB (ST079, N=6)
- V. TALCE OPERATIONS TECHNICIAN JOB (ST075, N=33)
- VI. PUBLICATIONS JOB (ST089, N=5)
- VII. RANGE OPERATIONS JOB (ST055, N=10)
- VIII. ADMINISTRATIVE JOB (ST083, N=5)
- IX. FUNCTIONAL MANAGER JOB (ST074, N=5)
- X. TRAINER JOB (ST054, N=7)

The AFSC 1C0X1 personnel forming these clusters and jobs account for 84 percent of the survey sample. The remaining 16 percent are listed as "not grouped." These 95 personnel perform sets of tasks that differ from those tasks performed by the identified groups. Examples of job titles identified by survey respondents were aircraft delivery, combat tactics NCO, and quality assurance evaluator. Because of the differences in tasks performed, these personnel could not be merged with any identifiable job (job title).

Two tables in this section provide background information about the clusters and jobs mentioned. Table 3 displays selected background information, such as DAFSC distributions across each group, average months in service (TAFMS), average number of tasks performed, and

the percentage of group members supervising. The data in Table 4 details the relative amount of time spent across each of the 13 duties for the identified survey groups. Also included in this report is an Appendix A, listing tasks performed by members in each of the jobs identified.

Job Descriptions

I. FLIGHT COORDINATION CLUSTER (ST065, N=397). This cluster represents the core job of the Airfield Management career field. The 397 members in this cluster represent the largest identified group, encompassing 65 percent of the survey sample. Tasks performed by these members represent the essence of the career field as members coordinate flightline activities in and around air base facilities. Personnel forming the Flight Coordination Cluster are distinguished from other jobs based on the relative time spent performing tasks in Duty H, where 21 percent of their time is spent. Also, they spend large amounts of their time (15 percent) performing airdrome control and maintenance activities, providing assistance to aircrews and passengers (12 percent), performing airfield emergency actions (11 percent), coordinating base operations and air operations activities (10 percent), and performing management and supervisory activities (9 percent). Tasks performed by these personnel include:

- log aircraft arrival or departure times
- coordinate aircraft arrival or departure times with affected agencies
- update inbound, outbound, or local flight logs or strips
- monitor status of inbound or outbound aircraft
- coordinate flight plans, to including stereo flight plans, with local agencies
- post NOTAMs
- disseminate airfield advisories, RCRs, RSCs, or bird conditions to local agencies
- request and distribute notice to airmen (NOTAM) summaries to aircrews
- perform daily operational system checks on secondary crash phone nets

Personnel in this cluster average 110 months TAFMS and 47 percent are supervising others. All of the skill levels are represented by these personnel, with most holding the 3-, 5-, and 7-skill levels. Members of this cluster are in the paygrades of E-2 through E-8. Twenty-eight percent of the members in this cluster are in their first enlistment. Members perform an average of 148 tasks, with 79 of those accounting for 50 percent of their time.

Within this cluster there are five different jobs. There are Flight Data Processors who are predominately 3- and 5-skill level personnel with paygrades of E-3 and E-4. Personnel perform an average of 47 tasks, where the majority of these tasks are performed in their field of specialization, processing data and flight plans (Duty H). The flight data processor position is

entry level, and evidence is seen not only in the low percentage of personnel supervising (28 percent), but also in the lower average skill levels of members and in the low number of average tasks performed. Also in this cluster are Airdrome Controllers. These members (as a group) are the most junior of the cluster and the job is accordingly technical in nature. Members of this group are distinguished by the high amount of time spent on performing airdrome control and maintenance activities. There are also Base Level Flight Coordinators who perform many duties with high frequency. These base level flight coordinators average more time TAFMS (71 months) than the flight data processors and airdrome controllers. The base level flight coordination personnel are still largely in technical roles, as only 22 percent of the members are supervising others. There are also Senior Level Flight Coordinators within this cluster. They have the highest average TAFMS of any job group within the flight coordination cluster. Though they perform many tasks similar to the base level flight coordinators, they are distinguished by their performance of supervisory tasks. With the senior level flight coordinator experience comes supervisory responsibilities. Seventy-seven percent of all senior level flight coordinators are in a supervisory role, much higher than any other job within the cluster. The final job within the cluster consists of National Guard/Reserve flight coordinators. All members of this group are from the National Guard or Reserve. These members are isolated not because of their component status, but because of the increased time spent performing tasks in many duty categories. These members perform tasks in the same duty categories, as do the base level flight coordinators, but no one duty category is specialized in. For the National Guard/Reserve flight coordinators, there are three duties (E, H, and I) that receive equal attention. This is not the case with other jobs within the cluster, where they are isolated due to their specialization in one duty. This indicates that the National Guard/Reserve flight coordinators are generalists and perform many activities to ensure mission completion.

II. AIRCREW AND PASSENGER ASSISTANT JOB (ST113, N=8). The 8 members of this independent job (IJ) spend 27 percent of their time (almost twice that of any other group) on Duty I, providing assistance to aircrews and passengers. Emphasis on this duty category indicates this job is very technical in nature and is quite limited. Members are assigned positions of documentation distribution and maintenance, and assisting passengers with travel cards and manifests. Representative tasks performed by these eight personnel are:

- maintain flight planning room charts, maps, or publications
- stock flight publications
- complete passenger manifests and travel cards
- sort and distribute flight publications to aircrews or local agencies
- dispose of outdated or obsolete flight publications
- monitor flying schedules
- coordinate aircraft arrival or departure times with affected agencies
- post changes to flight publications

These members are all in the National Guard or Reserve (five Guardsmen, three Reservists). Six of these members are stationed in Minneapolis-St. Paul, and the two others are stationed at Salt Lake City and Newburgh. These 8 members average 71 tasks performed, with 34 of those accounting for half their time spent. Half of all personnel in the Aircrew and Passenger Assistant job currently supervise others.

III. MANAGERIAL JOB (ST071, N=39). As with most specialties, there are nontechnical jobs performed by senior level personnel. The Managerial Job contains 39 members and is the largest of all independent jobs. Members in this group perform tasks in all 13 duty categories; however, they spend 4 times more time performing tasks in Duty A than any other duty category (see Table 4). They also spend 13 percent of their time performing airdrome control and maintenance activities (Duty F), and 7 percent of their time performing training activities (Duty B). Managerial personnel spend time overseeing less experienced workers. Some common tasks performed by members of the managerial job are:

- supervise military personnel
- participate in general meetings, such as staff meetings, briefings, conferences, or workshops, other than conducting
- determine or establish work assignments or priorities
- evaluate personnel for compliance with performance standards
- develop or establish work methods or procedures
- develop or establish work schedules
- conduct self-inspections or self-assessments
- establish organizational policies, such as operating instructions (OIs) or standard operating procedures (SOPs)

Members of the managerial job perform an average of 129 tasks. These personnel average 219 months TAFMS, with an average of 176 of those months being spent in the career field. With many years experience, these 39 members hold high skill levels; 90 percent of all members hold either a 7- or 9-skill level. These 39 members are in the paygrades of E-5 through E-9. As the job name implies, these personnel are in a managerial position and find themselves in direct supervisory roles. Ninety-five percent of all personnel in the Managerial Job are supervising others.

IV. MOBILITY JOB (ST079, N=6). Because Airfield Management personnel are paramount to the Air Force mission, there exists the need to be well prepared for any contingency and immediate deployment to remote reaches of the globe. Because of this, there are members of the AFSC 1C0X1 career ladder assigned to perform mobility tasks. Members of the Mobility Job concentrate on mobility and contingency support. Their primary focus is on Duty M, performing mobility and contingency activities, where they spend 24 percent of their time, nearly twice as much as any other group (see Table 4). They also spend 24 percent of their

time on Duty A, performing management and supervisory activities. These two duties account for nearly half of the time spent on a daily basis. Some characteristic tasks performed by mobility personnel are:

- determine or establish logistics requirements, such as personnel, equipment, tools, parts, supplies, or workspace
- develop inputs to mobility, contingency, disaster preparedness, or unit emergency or alert plans
- store equipment, tools, parts, or supplies
- determine or establish work assignments or priorities
- inventory equipment, tools, parts, or supplies
- don or doff chemical warfare personal protective clothing
- perform work area security
- log aircraft arrival or departure times

The members of the Mobility Job average 159 months TAFMS and 117 months TICF. Members of the Mobility Job average 203 tasks performed, higher than any other group. This high number of tasks may correlate with the importance of the job. Mobility members perform many tasks to stay well trained and prepared for all contingencies. Personnel in the Mobility Job primarily hold the 7-skill level (50 percent) and 33 percent are currently supervising others.

V. TALCE OPERATIONS TECHNICIAN JOB (ST075, N=33). Similar to the Mobility Job, the TALCE Operations Job is essential to the Air Force mission because mid-air refueling is a critical part of nearly all air operations. Due to criticality of the job, the 33 members are identified by their specialization in Duty L, performing tanker airlift control activities, such as monitoring refueling, loading, and departure of aircraft under TALCE operational control. Spending over 31 percent of their duty day performing tasks in Duty L, this is nearly 8 times more than any other job or cluster spends in Duty L (see Table 4). Some example tasks performed by TALCE operators include:

- build or maintain (TALCE) deployment form kits
- maintain TALCE mission folders
- monitor refueling, loading, and departure of aircraft under TALCE operational control
- build or maintain (TALCE) deployment publication kits
- transmit on-station or off-station reports
- complete or transmit on-station and off-station reports
- monitor mission progress
- build or maintain (TALCE) mobility kits

TALCE operators average 160 months TAFMS and 118 months TICF. Personnel in this job are primarily in the paygrades of E-5 through E-7, and most hold a 7-skill level. Since members have high skill levels and have much service time, most carry supervisory roles. Sixty-nine percent of all TALCE operators are currently supervising others. Also indicative of extended time in service and skill level is the number of tasks performed. Similar again to the Mobility Job, TALCE operations technicians perform numerous tasks due to the mission critical aspect of the job. TALCE operators perform an average of 178 tasks, third most of any identified group (see Table 3).

VI. PUBLICATIONS JOB (ST089, N=5). Maintenance of publications and libraries is a typical nontechnical job in many career fields. Members of the Publications Job focus their efforts on two duties, maintaining flight publications and performing general supply and equipment activities (Duties G and D, respectively). The job is very limited in nature, as members spent well over half their day performing tasks in only two duty categories. Members of this job spend 36 percent of their time maintaining flight publications and another 21 percent performing general supply and equipment activities. Time spent on Duty G is nearly twice that of any other group, while time spent on Duty D is nearly four times greater than any other group (see Table 4). Members of this job group also spend 14 percent of their time performing general administrative and technical order system activities, and 13 percent of their time performing management and supervisory activities. Example tasks performed by members of this job group are:

- build aircrew navigation kits
- dispose of outdated or obsolete flight publications
- maintain publication libraries, other than technical order libraries
- stock flight publications
- receive flight publication deliveries
- inspect and restock aircrew navigation kits
- request flight publications for operation taskings
- procure flight publications, maps, or charts
- inventory equipment, tools, parts, or supplies

Personnel in this job are in the paygrades E-4 (one member of the five) and E-5 (the remaining four members). All five of these members hold a 5-skill level. These members average 159 months TAFMS, and 117 months TICF. Only one member of this job currently supervises others. The 5 members of the Publications Job average 40 tasks, with 22 accounting for 50 cumulative time spent.

VII. RANGE OPERATIONS JOB (ST055, N=10). The Air Force continually trains its fighter and bomber force for immediate worldwide deployment. An important role of the Range Operations Job is to control practice ranges used by the fighters and bombers during these

training sessions, including scheduling and tracking aircraft, scoring hits, and coordinating airspace with aircraft. The 10 members of this job group specialize in Duty K, performing range operations activities. These 10 members spend an average of 58 percent of their time on Duty K. This is 58 times greater than any other group. No other group averages more than 1 percent time spent on Duty K (see Table 4). This indicates that the Range Operations Job is very specialized. Though over half their time is dedicated to performing range operations activities, members still perform all 12 other duties. Members spend 18 percent of their day performing management and supervisory activities (Duty A), and 5 percent of their day performing general supply and equipment activities (Duty D). Example tasks performed by range operations members are:

- complete range opening or closing checklists
- report aircraft bomb or strafe scores to home-base units
- record aircraft range check-in and departure times
- perform daily range operations and maintenance
- operate radio and telephone recording equipment
- coordinate activation or deactivation of range special-use airspace
- notify range-users home base of range status or flying conditions
- spot, score, and record ordnance impact points
- test range radios, emergency lights, or crash phones

Personnel in the Range Operations Job average 134 months TAFMS and 92 months TICF. The majority of members in the Range Operations Job hold skill levels of 5 and 7. These members are in the paygrades of E-4 through E-8. Though average TAFMS and skill levels are high, this job appears to be more technical. Only 4 of the 10 members in this job group indicated that they are in a supervisory role. Members average 77 tasks performed on a daily basis.

VIII. ADMINISTRATIVE JOB (ST083, N=5). The five members performing the administrative job are stationed at HQ PACAF, Hickam AFB. This is another nontechnical job in the career field. The members spend 39 percent of their time performing general administrative and technical order system activities (Duty C), with tasks specifically relating to classified materials. Members of this group also spend 33 percent of their time performing management and supervisory activities (Duty A) and 10 percent performing training activities (Duty B). Representative tasks performed by members of this group include:

- initiate classified reports, messages, or documents
- safeguard classified materials
- destroy classified materials
- inventory classified materials
- maintain or update status indicators, such as boards, graphs, or charts
- establish accountability records for classified materials or documents

supervise military personnel
identify and report suspected security compromises
maintain accountability records for classified materials or documents

Members of this group average 179 months TAFMS, fourth highest in any group. They average the third highest TICF, 153 months. These five members hold 5-skill levels (three members) and 7-skill levels (two members). Three members are E-5s and the other two are E-6s. Along with the high skill and grade comes supervisory responsibility, as four of the five members indicate they are currently supervising others. Members of the administrative job average 31 tasks, with 16 accounting for 50 percent of their time.

IX. FUNCTIONAL MANAGER JOB (ST074, N=5). The Functional Manager Job is a unique nontechnical job. Though functional managers spend roughly the same amount of time on Duty A as members of the Managerial Job (see Table 4), the nature of tasks they perform is quite different (see Appendix A for a more comprehensive list of tasks). While the Managerial Job focuses on tasks relating to the supervision of military personnel, the Functional Manager Job focuses more on tasks that influence military policies and procedures, such as determining publication requirements and drafting supplements or changes to directives. The five functional managers identified in this survey focus their efforts on Duty A, performing management and supervisory activities. Functional managers spend 48 percent of their duty day performing management and supervisory activities (Duty A). They also spend time performing general administrative and technical order system activities (Duty C, 14 percent), maintaining flight publications (Duty G, 10 percent), and performing training activities (Duty B, 10 percent). The remaining part of their duty day is spent on tasks in seven other duties. Example tasks performed by functional managers are:

compile data for records, reports, logs, or trend analyses
write inspection reports
conduct staff assistance visits, inspections, or audits
participate in general meetings, such as staff meetings, briefings, conferences, or workshops, other than conducting
draft supplements or changes to directives, such as instructions, manuals, or indexes
evaluate requests for airfield restrictions, closures, or waivers
determine or establish publication requirements

Functional managers average the highest TAFMS at 226 months. Functional managers have the second highest TICF (second only to the Managerial Job) at 161 months (see Table 3). The five functional managers hold paygrades of E-6 through E-8 and have 5- and 7-skill levels. None of the five members of this job indicate that they are currently supervising others. They perform an average of 54 tasks.

X. TRAINER JOB (ST054, N=7). In almost all career fields, there needs to be a cadre of training personnel to provide quality entry-level and OJT. The seven members of the Trainer Job are found at Keesler AFB (site of the 1C0X1 technical training school), Eielson AFB, and Hickam AFB. These 7 members focus their efforts on Duty B, performing training activities (60 percent of their time). They also spend 21 percent of their duty time performing management and supervisory activities (Duty A). The remaining 19 percent of their day is spent on 8 other duties. Representative tasks performed by trainers are:

- develop training materials or aids
- write test questions
- develop performance tests
- conduct formal course classroom training
- personalize lesson plans
- administer or score tests
- evaluate effectiveness of training programs, plans or procedures
- maintain training records or files
- develop training programs, plans, or procedures

A high percentage of time spent in Duty B is reflected by a low number of tasks performed by trainers. Specializing in training activities, these 7 members average 34 tasks performed. However, minimal task performance should not be confused for entry level job status. The seven members of the Trainer Job are in the paygrades of E-5 through E-7. They hold skill levels of 3, 5, and 7. Also indicating that this is an upper level position is the average TAFMS. Personnel in this job group average 176 months TAFMS, fifth most of any job group (see Table 3).

Comparison of Current Survey to Previous Survey

The results of this specialty job analysis were compared to the results from the OSR published in 1993. The career structure is very similar to that reported in the last OSR. Jobs identified within the clusters are similar to the jobs identified in 1993. In the 1993 survey, 77 percent of all respondents were grouped in the Flight Data Job, where they focused on processing flight data and flight plans, providing assistance to aircrews and passengers, and performing airdrome control and maintenance functions. Very similar to that is the Flight Coordination Cluster, where the top three duties performed are identical. Also similar to the 1993 survey is the Managerial Job (formerly called the Supervisory Job), TALCE Operations Job (formerly called Airlift Control Squadron Operations NCO Job), Publications Job (formerly called Flight Document Job), and Functional Manager Job (also called Functional Manager Job). The 1997 survey identifies a Range Operations Job, whereas the 1993 survey identified three separate Range Operations jobs (Range Supervisor, Range Operation, and Range Controller). Tasks performed by the Range Operations jobs in the two surveys are very similar in nature and very

distinct from other tasks performed by other job groups. Inclusions from the last survey include Aircrew and Passenger Assistant Job, Mobility Job, Administrative Job, and Trainer Job. Comparisons of job structure between the 1997 survey and 1993 survey indicate that the 1C0X1 career ladder has remained stable over time.

Summary of Specialty Jobs

The jobs and clusters in this survey are similar to those found in the 1993 OSR (in terms of general duties performed and percentages of members assigned to the job), with the addition of the Aircrew and Passenger Assistant Job, Administrative Job, and Trainer Job. Analysis of these findings can help identify tasks that are specific to jobs and can aid in determining tasks that are obsolete or not widely performed. These findings can also isolate tasks performed by groups and can be used to determine training needs for job groups.

ANALYSIS OF CAREER LADDER PROGRESSION

An analysis of DAFSC groups, along with the study of career ladder structure, is an integral aspect in analyzing each occupational survey. DAFSC helps to identify both similarities and differences in task and duty performance at the skill levels. All this information may then be used to evaluate how well AFMAN 36-2108 *Specialty Descriptions* and the Specialty Training Standard (STS) reflect what is being accomplished in the career field.

The comparison of DAFSCs has been divided into an Active Duty sample, a National Guard sample, and a Reserve sample. In the National Guard sample, there was only one respondent in both the 3- and 5-skill level categories. In the Reserve sample, there was only one respondent in the 3-skill level category. Therefore, only 7- and 9-skill levels were reported in the National Guard sample, and 5-, 7-, and 9-skill levels were reported in the Reserve sample.

Tables 6, 7, and 8 of this report display the distribution of DAFSC group members across career ladder jobs for Active Duty, National Guard, and Reserve, respectively. As these tables indicate, the jobs performed in the flight coordination cluster are entry level. Table 6 shows that 93 percent of all Active Duty 3-skill level personnel are assigned to the flight coordination cluster. In the National Guard sample (Table 7), 48 percent of 7-skill level personnel are assigned to the Flight Coordination Cluster. The majority of Reserve 5-skill level members (50 percent) are also assigned to the Flight Coordination Cluster (see Table 8). As members earn higher skill levels, they progress to different jobs in the career ladder. A typical career ladder progression is seen in the analysis of skill level groups as members begin in technical jobs and work their way into managerial positions.

Table 9 shows the average percent time spent on duties across Active Duty DAFSC groups. The 3-skill level personnel spend a great deal of duty time (28 percent) processing flight data and flight plans (Duty H), performing airdrome control and maintenance activities (Duty F, 17 percent), providing assistance to aircrews and passengers (Duty I, 13 percent), and performing airfield emergency actions (Duty J, 13 percent). The 5-skill level members are still spending the most time (18 percent) on Duty H, processing flight data and flight plans, but are spending more time performing management and supervisory activities (Duty A). They are also spending increased time performing airdrome control and maintenance activities and providing assistance to aircrews and passengers. The 7-skill level members spend a large portion of their time (29 percent) performing management and supervisory activities. They also spend time performing airdrome control and maintenance activities. All other duties are performed by Active Duty 7-skill level personnel. The 9-skill level personnel focus primarily on performing management and supervisory activities as they dedicate 46 percent of their time on this duty (Duty A). They also perform airdrome control and maintenance activities and tanker airlift control activities with some degree of frequency.

For the National Guard, the 7-skill level members spend even amounts of time in four duties (see Table 10). Members spend time performing management and supervisory activities, coordinating base operations and air operations activities, processing flight data and flight plans, and providing assistance to aircrews and passengers. All other duties are performed by National Guard 7-skill level members. The National Guard 9-skill level members see their attention shifted (35 percent of their duty day) to performing management and supervisory activities. All other duties are performed with equal distribution of time.

The Reserve sample sees the 5-skill level personnel spending 28 percent of their time processing flight data and flight plans (see Table 11). They also spend time providing assistance to aircrews and passengers, performing airdrome control and maintenance activities, coordinating base operations and air operations activities, and maintaining flight publications. The Reserve 7-skill level personnel spend large amounts of time performing management and supervisory activities, performing tanker airlift control activities, processing flight data and flight plans, and providing assistance to aircrews and passengers. They perform in all duties except Duty K, performing range operations activities. The Reserve 9-skill level members spend 19 percent of their time performing management and supervisory activities and 19 percent of their time performing tanker airlift control activities. All other duties except Duty K (performing range operations activities) are performed by Reserve 9-skill level members.

TABLE 6

DISTRIBUTION OF ACTIVE DUTY DAFSC GROUP MEMBERS
ACROSS CAREER LADDER JOB GROUPS
(PERCENT IN JOB)

	DAFSC 1C031 <u>(N=122)</u>	DAFSC 1C051 <u>(N=203)</u>	DAFSC 1C071 <u>(N=106)</u>	DAFSC 1C091 <u>(N=7)</u>
I. FLIGHT COORDINATION CLUSTER	93	76	51	0
II. AIRCREW AND PASSENGER ASSISTANT JOB	0	0	0	0
III. MANAGERIAL JOB	0	2	16	29
IV. MOBILITY JOB	2	1	1	0
V. TALCE OPERATIONS JOB	0	2	8	0
VI. PUBLICATIONS JOB	0	2	0	0
VII. RANGE OPERATIONS JOB	0	2	2	0
VIII. ADMINISTRATIVE JOB	0	1	2	0
IX. FUNCTIONAL MANAGER JOB	0	0	3	29
X. TRAINER JOB	2	1	3	0
XI. NOT GROUPED	3	13	14	42

* Columns may not add to 100 percent due to rounding

TABLE 7
 DISTRIBUTION OF NATIONAL GUARD DAFSC GROUP MEMBERS
 ACROSS CAREER LADDER JOB GROUPS
 (PERCENT IN JOB)

	DAFSC 1C071 (N=82)	DAFSC 1C091 (N=45)
I. FLIGHT COORDINATION CLUSTER	48	42
II. AIRCREW AND PASSENGER ASSISTANT JOB	1	0
III. MANAGERIAL JOB	1	31
IV. MOBILITY JOB	2	0
V. TALCE OPERATIONS JOB	5	7
VI. PUBLICATIONS JOB	0	0
VII. RANGE OPERATIONS JOB	2	1
VIII. ADMINISTRATIVE JOB	0	0
IX. FUNCTIONAL MANAGER JOB	0	0
X. TRAINER JOB	0	0
XI. NOT GROUPED	41	19

* Columns may not add to 100 percent due to rounding

TABLE 8
 DISTRIBUTION OF RESERVE DAFSC GROUP MEMBERS
 ACROSS CAREER LADDER JOB GROUPS
 (PERCENT IN JOB)

	DAFSC 1C051 (N=12)	DAFSC 1C071 (N=18)	DAFSC 1C091 (N=12)
I. FLIGHT COORDINATION CLUSTER	50	44	8
II. AIRCREW AND PASSENGER ASSISTANT JOB	17	11	8
III. MANAGERIAL JOB	0	6	0
IV. MOBILITY JOB	0	0	0
V. TALCE OPERATIONS JOB	0	33	50
VI. PUBLICATIONS JOB	0	0	0
VII. RANGE OPERATIONS JOB	0	0	0
VIII. ADMINISTRATIVE JOB	0	0	0
IX. FUNCTIONAL MANAGER JOB	0	0	0
X. TRAINER JOB	0	0	0
XI. NOT GROUPED	33	5	33

* Columns may not add to 100 percent due to rounding

TABLE 9
 AVERAGE TIME SPENT ON DUTIES BY DAFSC GROUPS*
 ACTIVE DUTY PERSONNEL
 (N=438)

<u>DUTIES</u>	DAFSC 1C031 (N=122)	DAFSC 1C051 (N=203)	DAFSC 1C071 (N=106)	DAFSC 1C091 (N=7)
A Management and Supervisory	3	11	29	46
B Training	1	5	8	5
C Administrative and technical order	3	5	7	7
D Supply and Equipment	1	3	3	1
E Base operations and air operations	11	9	6	5
F Airdrome control and maintenance	17	13	13	12
G Flight publication maintenance	7	8	4	4
H Flight data and flight processing	28	18	9	2
I Aircrew and passenger assistance	13	11	6	2
J Airfield Emergency	13	10	6	2
K Range operations	-	2	1	-
L Tanker airlift control	-	2	4	10
M Mobility and contingency	1	2	3	4

* Columns may not add to 100 percent due to rounding

- Indicates less than 1 percent

TABLE 10
 AVERAGE TIME SPENT ON DUTIES BY DAFSC GROUPS*
 NATIONAL GUARD PERSONNEL
 (N=127)

<u>DUTIES</u>	DAFSC 1C071 (N=82)	DAFSC 1C091 (N=45)
A Management and Supervisory	13	35
B Training	4	5
C Administrative and technical order	7	7
D Supply and Equipment	3	4
E Base operations and air operations	13	6
F Airdrome control and maintenance	5	4
G Flight publication maintenance	8	5
H Flight data and flight processing	13	7
I Aircrew and passenger assistance	13	9
J Airfield Emergency	7	6
K Range operations	2	1
L Tanker airlift control	3	3
M Mobility and contingency	7	6

* Columns may not add to 100 percent due to rounding

- Indicates less than 1 percent

TABLE 11
 AVERAGE TIME SPENT ON DUTIES BY DAFSC GROUPS*
 RESERVE PERSONNEL
 (N=42)

<u>DUTIES</u>	DAFSC 1C051 (N=12)	DAFSC 1C071 (N=18)	DAFSC 1C091 (N=12)
A Management and Supervisory	4	15	19
B Training	3	8	7
C Administrative and technical order	3	4	4
D Supply and Equipment	-	2	1
E Base operations and air operations	11	9	7
F Airdrome control and maintenance	15	8	8
G Flight publication maintenance	11	5	6
H Flight data and flight processing	28	12	8
I Aircrew and passenger assistance	17	10	9
J Airfield Emergency	7	7	3
K Range operations	-	-	-
L Tanker airlift control	-	14	19
M Mobility and contingency	1	6	8

* Columns may not add to 100 percent due to rounding

- Indicates less than 1 percent

Active Duty Skill Level Descriptions

DAFSC 1C031. There are 122 members who make up the Active Duty 3-skill level. This group represents 20 percent of the total sample. These members perform all 13 duties associated with the career ladder. Members are largely performing technical duties, such as flight data processing, airdrome control and maintenance, and assisting aircrews and passengers. DAFSC 1C031 members perform an average of 108 tasks and average 30 months TAFMS. Table 12 displays representative tasks performed by the group. Table 12 shows that most of the tasks are very technical, such as NOTAM processing, airfield inspections, and crash phone and lighting checks. All these tasks are representative of the Flight Coordination Cluster.

DAFSC 1C051. There are 203 Active Duty members that make up this group, the largest of any in the survey. These members account for 33 percent of the total survey population. Members of this group primarily process flight data and perform airdrome control and maintenance. However, these members do not specialize in technical tasks alone; over 11 percent of their time is spent on managerial and supervisory duties (see Table 9). While the 3-skill level members are only identified in three job groups, the 5-skill level members are found in eight different job groups. Though the majority of them (76 percent) are still in the flight coordination cluster, they are moving into jobs with more supervisory responsibilities. As a group, the Active Duty 1C051 personnel average 114 months TAFMS. These members perform an average of 129 tasks, where 92 of those account for over 50 percent of their time. Table 13 displays representative tasks of Active Duty 1C051 members. This shows that the tasks performed by Active Duty 5-skill level members are still quite technical, as they are performing equipment checks, maintaining flight publications, and processing NOTAMs. Table 14 displays tasks differentiating the Active Duty 1C031 and 1C051 members. This shows that Active Duty 5-skill level members are differentiated from Active Duty 3-skill level members by their performance of managerial tasks. Many of the 5-skill level members are performing managerial tasks, while very few 3-skill level members are.

DAFSC 1C071. There are 106 members that make up this Active Duty DAFSC group. These 106 members account for 17 percent of the total survey sample. Members of this DAFSC group are now performing more supervisory tasks, as they spend 29 percent of their time in managerial duties (see Table 9). As members make their way into the 7-skill level, there is a large jump in the percentage of members in the Managerial Job. While only 2 percent of all 5-skill level personnel were in the Managerial Job, 17 percent of all 7-skill members are in the Managerial Job. They still have associations with flight coordination duties (see Table 9), as they spend 13 percent of their time performing airdrome control and maintenance activities and 9 percent of their time processing flight data and flight plans. The 7-skill level is also where the first occurrence of functional managers is seen. Three percent of all 7-skill level members are in the Functional Manager Job. Members of this group average 144 tasks, with 115 of those accounting for 50 percent of their time. Personnel in this DAFSC group average 191 months TAFMS. Table 15 lists representative tasks performed by Active Duty 1C071 members. This table clearly shows that the role of Active Duty 7-skill level members has changed. Active Duty

7-skill level members are now predominately performing nontechnical managerial tasks as they supervise and evaluate military personnel, write performance reports, and establish work assignments. Table 16 displays tasks differentiating the Active Duty 1C051 and 1C071 members. This further illustrates that the Active Duty 7-skill level members are no longer isolated to technical tasks. Fewer percentages of 7-skill level members are performing technical tasks than the 5-skill level members; greater percentages of 7-skill level members are performing managerial tasks than the 5-skill level personnel.

DAFSC 1C091. There are 7 members that comprise the Active Duty 1C091 group, representing only 1 percent of the survey population. These personnel focus their efforts on supervisory duties; they spend over 45 percent of their time performing managerial tasks. The 9-skill level shows a drastic change in job responsibility. The majority of active duty 9-skill level members are in the Managerial and Functional Manager jobs (58 percent of all 9-skill levels). There are no 9-skill level members in the Flight Coordination Cluster. These members average 235 months TAFMS. These 7 members perform an average of 73 tasks, where 50 of those account for half of their duty time. Table 17 lists representative tasks performed by members of this group. This table shows that 9-skill level members are almost solely dedicated to performing managerial tasks. However, the nature of the managerial tasks differs from the nature of tasks performed by 7-skill level members. Many of the tasks performed by the 9-skill level members are associated with career ladder decisions, such as interpreting policies, determining publication requirements, and drafting supplements or changes to directives. Table 18 displays tasks differentiating the Active Duty 1C071 and 1C091 groups. This table shows that there are many 7-skill level members still performing technical tasks, while no 9-skill level members are performing those particular tasks. This table also provides further support that the 9-skill level members are performing career ladder oriented tasks more than the 7-skill level members.

National Guard Skill Level Descriptions

1C071. Eighty-two members make up this DAFSC group, accounting for 13 percent of the overall survey sample. These personnel are found largely in flight coordination and managerial positions (see Table 7). They perform an average of 106 tasks, a lower average than the Active Duty sample. Eighty-one of those tasks account for 50 percent of their time. Table 19 lists representative tasks performed by National Guard 1C071 members. From this table it can be seen that these members are performing technical tasks associated with the Flight Coordination Cluster, such as performing equipment system checks, processing NOTAMs, and maintaining publications.

1C091. There are 45 personnel that comprise the National Guard 1C091 group. Members of this group are predominately performing managerial tasks (35 percent of their duty day). Similar to the active duty sample, as members make higher skill levels, they move from the Flight Coordination Cluster to more supervisory positions. There is a large jump from the 7- to 9-skill level in the Managerial Job. Only 1 percent of all National Guard 7-skill level personnel are in

the Managerial Job. However, in the 9-skill level group, 31 percent of the members are assigned to the Managerial Job group. The 9-skill level shows less members in the Flight Coordination Cluster (down to 42 percent from 48 percent). They perform an average of 170 tasks. Ninety-eight of those tasks account for 50 percent of their duty day. Table 20 cites representative tasks performed by these 45 personnel. It is easily seen by this table that members of this group are almost purely managers, as they supervise military personnel, counsel subordinates, and establish work priorities. Table 21 lists tasks that differentiate the National Guard 1C071 group from the National Guard 1C091 group. It is shown that National Guard 9-skill level members are performing far more managerial tasks than the 7-skill level members.

Reserve Skill Level Descriptions

1C051. The 12 members that comprise the Reserve 1C051 group (2 percent of the survey population) are primarily performing technical tasks. These members are largely performing tasks associating them with flight coordination (see Table 8). These 12 personnel average 69 tasks performed. All other members that are grouped into an identified job group are in the AircREW and Passenger Assistant Job. Table 22 shows that these personnel coordinate flight plans, log aircraft arrival and departure times, and process flight publications. These tasks are technical, and are indicative of those performed by members of the Flight Coordination Cluster.

1C071. There are 18 personnel that make up the Reserve 1C071 group. These members account for 3 percent of the overall survey population. As Reserve members make the 7-skill level, they disperse into four identified jobs. The members of the Reserve 1C071 group are largely in managerial and TALCE positions (see Table 8). Members of this group perform an average of 142 tasks during the duty day, with 115 of those accounting for half their time spent. Table 23 displays tasks performed by Reserve 1C071 members, showing that they perform many technical tasks. However, they also perform managerial tasks as they establish work priorities, supervise military personnel, and conduct inspections. Table 24 details tasks that differentiate tasks performed by Reserve 1C051 and Reserve 1C071 members. This table shows that the 7-skill level members are differentiated from the 5-skill level members by their decreased emphasis on technical tasks and increased emphasis on managerial tasks.

1C091. Twelve personnel make this DAFSC group. These personnel are performing supervisory and TALCE duties (see Table 11). Personnel from this group perform an average of 137 tasks. Half of their duty day is spent on 91 of those tasks. Table 25 lists representative tasks performed by Reserve 1C091 members. This shows that members are performing many supervisory tasks, such as supervising military personnel, conducting inspections, and assigning personnel to duty stations. This also shows that Reserve 9-skill level members are different from Active Duty and National Guard 9-skill level members. The Active Duty and National Guard members are almost purely managerial, whereas the Reserve 9-skill level members perform many tasks. This information indicates that Reserve 9-skill level members are in general roles

and perform many tasks for mission completion. Table 26 shows that the 9-skill level members spend less time than the 7-skill level members performing technical tasks and more time performing managerial and TALCE tasks.

Summary

The jobs performed by the 3- and 5-skill level personnel are primarily technical. Active Duty members are largely found in the Flight Coordination Cluster (see Table 6). As these members move their way up the skill level ladder, they take on more supervisory positions.

The National Guard sample is similar to that of the Active Duty. The 7-skill level personnel mostly start in the Flight Coordination Cluster performing technical tasks. As these members earn the 9-skill level they make the transition to other job roles. Though they may still be associated with flight coordination, they tend to hold more managerial positions. The 9-skill level personnel are also seen heavily in the Managerial Job (see Table 7).

Reserve personnel also show typical career ladder progression as they shift from technical to supervisory tasks. The 5-skill level Reserve members who are in an identified job are either in the Flight Coordination Cluster or Aircrew and Passenger Assistant Job, both of which are primarily technical. As members earn the 7-skill level, they find themselves moving out of the Flight Coordination Cluster and into the TALCE role (see Table 8). As they reach the 9-skill level position, they are mostly in the TALCE Operations Technician Job.

The data shows that all three components roughly perform the same tasks and duties. Tables 27 and 28 list duties and tasks performed by Active Duty and Reserve 1C051 members, respectively. The data shows very few discrepancies between these skill level members. Tables 29 and 30 break down the duties and tasks performed by Active Duty, National Guard, and Reserve 1C071 members. Though the tables show very little differences in the overall tasks and duties performed by these groups, it is noted that the Reserve 1C071 members perform more tanker and airlift control activities than the other two component groups, and that more Active Duty 7-skill level personnel perform managerial tasks. Table 31 lists duties performed by Active Duty, National Guard, and Reserve 1C091 members, and Table 32 lists comparative tasks performed by these 1C091 members. As can be seen, the Reserve 1C091 personnel focus on both Duty A and Duty L, whereas the Active Duty and National Guard 9-skill level members focus their attention largely on Duty A.

TABLE 12

REPRESENTATIVE TASKS PERFORMED BY DAFSC 1C031
 ACTIVE DUTY
 (PERCENT MEMBERS PERFORMING)

<u>TASKS</u>	1C031 (N=122)
H283 Log aircraft arrival or departure times	94
H261 Coordinate aircraft arrival or departure times with affected agencies	93
J365 Perform daily operational system checks on secondary crash phone nets	90
H279 Format and transmit ICAO flight plans	90
H282 Format NOTAMs	89
H268 Disseminate airfield advisories, RCRs, RSCs, or bird conditions to local agencies	88
I325 Post NOTAMs	88
H292 Transmit new, replacement, or cancellation NOTAMs	87
H277 Format and transmit ICAO departure messages	87
H293 Update inbound, outbound, or local flight logs or strips	86
H288 Relay NOTAMs to local agencies	86
F195 Conduct night time or evening airfield lighting checks	86
F193 Conduct daily airfield inspections	84
J335 Complete quick reaction checklists	83
E159 Conduct shift change briefings	82
H266 Coordinate flight plans, to include stereo flight plans, with local agencies	81
H273 Format and transmit CONUS flight plans	81
H291 Transmit airfield advisories, RCRs, RSCs, or bird conditions	81
H289 Request and distribute notice to airmen (NOTAM) summaries to aircrews	81
F237 Perform runway change notifications	80
J373 Respond to primary crash phone response actions	79
H270 Format and transmit CONUS acknowledgment messages	78
E187 Monitor status of inbound or outbound aircraft	77
H269 Format and transmit continental United States (CONUS) departure messages	77
H264 Coordinate aircraft or airfield information with appropriate agencies	76
I322 Perform radio or telephone communication checks	76

TABLE 13
 REPRESENTATIVE TASKS PERFORMED BY DAFSC 1C051
 ACTIVE DUTY
 (PERCENT MEMBERS PERFORMING)

<u>TASKS</u>	<u>1C051 (N=203)</u>
H283 Log aircraft arrival or departure times	80
H261 Coordinate aircraft arrival or departure times with affected agencies	80
E159 Conduct shift change briefings	78
G246 Dispose of outdated or obsolete flight publications	78
H293 Update inbound, outbound, or local flight logs or strips	77
G252 Post changes to flight publications	76
G248 Maintain flight planning room charts, maps, or publications	75
I322 Perform radio or telephone communication checks	75
G249 Maintain foreign clearance guides	74
J335 Complete quick reaction checklists	74
H289 Request and distribute notice to airmen (NOTAM) summaries to aircrews	73
H288 Relay NOTAMs to local agencies	73
H266 Coordinate flight plans, to include stereo flight plans, with local agencies	72
H268 Disseminate airfield advisories, RCRs, RSCs, or bird conditions to local agencies	72
H292 Transmit new, replacement, or cancellation NOTAMs	72
H279 Format and transmit ICAO flight plans	72
I325 Post NOTAMs	71
F193 Conduct daily airfield inspections	70
H282 Format NOTAMs	70
E187 Monitor status of inbound or outbound aircraft	69
H264 Coordinate aircraft or airfield information with appropriate agencies	69
G254 Receive flight publication deliveries	69
H291 Transmit airfield advisories, RCRs, RSCs, or bird conditions	67
G259 Stock flight publications	66

TABLE 14

TASKS WHICH BEST DIFFERENTIATE BETWEEN DAFSC 1C031 AND 1C051
 ACTIVE DUTY PERSONNEL
 (PERCENT MEMBERS PERFORMING)

<u>TASKS</u>	<u>DAFSC 1C031</u>	<u>DAFSC 1C051</u>	<u>DIFFERENCE</u>
H272 Format and transmit CONUS flight plan cancellation messages	77	49	28
H274 Format and transmit CONUS visual flight rules (VFR) arrival messages	74	47	27
H270 Format and transmit CONUS acknowledgment messages	79	53	26
*****	*****	*****	*****
B90 Conduct OJT	15	63	-48
A13 Counsel subordinates concerning personal matters	6	54	-48
A75 Supervise military personnel	8	53	-45
A11 Conduct supervisory performance feedback sessions	6	49	-43
A46 Evaluate personnel for compliance with performance standards	2	44	-42
B92 Counsel trainees on training progress	7	48	-41
A81 Write performance reports or supervisory appraisals	2	40	-38
A56 Inspect personnel for compliance with military standards	2	37	-35
B102 Evaluate progress of trainees	6	40	-34
A33 Establish performance standards for subordinates	6	39	-33
A82 Write recommendations for awards or decorations	3	35	-32
A20 Develop or establish work schedules	9	39	-30
A57 Interpret policies, directives, or procedures for subordinates	2	32	-30
A10 Conduct supervisory orientations for newly assigned personnel	5	35	-30
A47 Evaluate personnel for promotion, demotion, reclassification, or special awards	2	32	-30
A53 Initiate actions required due to substandard performance of personnel	2	31	-29

TABLE 15
 REPRESENTATIVE TASKS PERFORMED BY DAFSC 1C071
 ACTIVE DUTY
 (PERCENT MEMBERS PERFORMING)

<u>TASKS</u>	<u>1C071</u> <u>(N=106)</u>
A46 Evaluate personnel for compliance with performance standards	78
A62 Participate in general meetings, such as staff meetings, briefings, conferences, or workshops, other than conducting	76
A75 Supervise military personnel	76
A13 Counsel subordinates concerning personal matters	72
A11 Conduct supervisory performance feedback sessions	71
A19 Develop or establish work methods or procedures	68
A8 Conduct self-inspections or self-assessments	67
A16 Determine or establish work assignments or priorities	66
A81 Write performance reports or supervisory appraisals	65
A82 Write recommendations for awards or decorations	65
A47 Evaluate personnel for promotion, demotion, reclassification, or special awards	65
A33 Establish performance standards for subordinates	65
A32 Establish organizational policies, such as operating instructions (OIs) or standard operating procedures (SOPs)	61
A56 Inspect personnel for compliance with military standards	60
A25 Direct training functions	60
F193 Conduct daily airfield inspections	60
B90 Conduct OJT	60
F198 Coordinate airfield lighting repairs with civil engineering	60
A57 Interpret policies, directives, or procedures for subordinates	57
B93 Determine training requirements	54
A70 Review drafts of instructions, manuals, or other directives	53
C119 Destroy classified materials	50
C116 Compile data for records, reports, logs, or trend analyses	46

TABLE 16

TASKS WHICH BEST DIFFERENTIATE BETWEEN DAFSC 1C051 AND 1C071
 ACTIVE DUTY PERSONNEL
 (PERCENT MEMBERS PERFORMING)

<u>TASKS</u>	<u>DAFSC 1C051</u>	<u>DAFSC 1C071</u>	<u>DIFFERENCE</u>
G252 Post changes to flight publications	76	44	32
G248 Maintain flight planning room charts, maps, or publications	76	45	31
G249 Maintain foreign clearance guides	74	44	30
E159 Conduct shift change briefings	79	49	30
H289 Request and distribute notice to airmen (NOTAM) summaries to aircrews	74	45	29
H266 Coordinate flight plans, to include stereo flight plans, with local agencies	73	45	28
G259 Stock flight publications	67	40	27
H277 Format and transmit ICAO departure messages	72	45	27
G246 Dispose of outdated or obsolete flight publications	78	52	26
H261 Coordinate aircraft arrival or departure times with affected agencies	81	55	26
I323 Perform time checks for base operations clocks	58	32	26
H283 Log aircraft arrival or departure times	81	56	25

A71 Schedule personnel for temporary duty (TDY) assignments, leaves, or passes	15	58	-43
A3 Assign sponsors for newly assigned personnel	14	52	-38
A6 Conduct general meetings, such as staff meetings, briefings, conferences, or workshops	23	59	-36
A40 Evaluate job or position descriptions	13	49	-36
A8 Conduct self-inspections or self-assessments	33	68	-35
A62 Participate in general meetings, such as staff meetings, briefings, conferences, or workshops, other than conducting	42	76	-34
A46 Evaluate personnel for compliance with performance standards	44	78	-34
A27 Draft budget requirements	7	41	-34

TABLE 17
 REPRESENTATIVE TASKS PERFORMED BY DAFSC 1C091
 ACTIVE DUTY PERSONNEL
 (PERCENT MEMBERS PERFORMING)

<u>TASKS</u>	<u>1C091 (N=7)</u>
A57 Interpret policies, directives, or procedures for subordinates	85
A15 Determine or establish publication requirements	85
A26 Draft agenda for general meetings, such as staff meetings, briefings, conferences, or workshops	85
A41 Evaluate job related suggestions	85
A29 Draft supplements or changes to directives, such as instructions, manuals, or indexes	71
A8 Conduct self-inspections or self-assessments	71
A62 Participate in general meetings, such as staff meetings, briefings, conferences, or workshops, other than conducting	71
A18 Develop inputs to mobility, contingency, disaster preparedness, or unit emergency or alert plans	71
A40 Evaluate job or position descriptions	71
F224 Evaluate civil engineering construction plans for buildings or obstructions near flightlines or clear zones	71
A16 Determine or establish work assignments or priorities	71
A14 Determine or establish logistics requirements, such as personnel, equipment, tools, parts, supplies, or workspace	57
A9 Conduct staff assistance visits, inspections, or audits	57
A6 Conduct general meetings, such as staff meetings, briefings, conferences, or workshops	57
A70 Review drafts of instructions, manuals, or other directives	57
A77 Write after action reports	57
F225 Evaluate requests for airfield restrictions, closures, or waivers	57
A7 Conduct safety inspections of equipment or facilities	57
F235 Perform joint inspections of airfield with appropriate agencies	57
A79 Write inspection reports	57

TABLE 18

**TASKS WHICH BEST DIFFERENTIATE BETWEEN DAFSC 1C071 AND 1C091
ACTIVE DUTY PERSONNEL
(PERCENT MEMBERS PERFORMING)**

TASKS	DAFSC 1C071	DAFSC 1C091	DIFFERENCE
F238 Perform special airfield checks following situations such as accidents, barrier engagements, or severe weather	59	0	59
I322 Perform radio or telephone communication checks	57	0	57
H283 Log aircraft arrival or departure times	56	0	56
J335 Complete quick reaction checklists	55	0	55
H292 Transmit new, replacement, or cancellation NOTAMs	54	0	54
F240 Report bird-watch conditions or changes	54	0	54
F214 Determine and report runway surface conditions (RSCs)	54	0	54
H293 Update inbound, outbound, or local flight logs or strips	53	0	53
F195 Conduct night time or evening airfield lighting checks	53	0	53
F239 Remove dead or injured birds or animals from airfields	53	0	53
E180 Coordinate weather warnings, advisories, or watches with appropriate agencies	52	0	52
F241 Report flightline driving violations	51	0	51
*****	*****	*****	*****
A26 Draft agenda for general meetings, such as staff meetings, briefings, conferences, or workshops	42	86	-44
F224 Evaluate civil engineering construction plans for buildings or obstructions near flightlines or clear zones	29	71	-42
A41 Evaluate job related suggestions	52	86	-34
A79 Write inspection reports	24	57	-33
A29 Draft supplements or changes to directives, such as instructions, manuals, or indexes	39	71	-32
A77 Write after action reports	25	57	-32
A15 Determine or establish publication requirements	55	86	-31

TABLE 19
 REPRESENTATIVE TASKS PERFORMED BY DAFSC 1C071
 NATIONAL GUARD PERSONNEL
 (PERCENT MEMBERS PERFORMING)

<u>TASKS</u>	<u>1C071</u> <u>(N=82)</u>
H261 Coordinate aircraft arrival or departure times with affected agencies	81
I322 Perform radio or telephone communication checks	79
H283 Log aircraft arrival or departure times	78
E187 Monitor status of inbound or outbound aircraft	75
E186 Monitor flying schedules	73
E189 Post daily flight schedule changes	70
H266 Coordinate flight plans, to include stereo flight plans, with local agencies	70
H264 Coordinate aircraft or airfield information with appropriate agencies	70
I325 Post NOTAMs	64
E180 Coordinate weather warnings, advisories, or watches with appropriate agencies	63
E170 Coordinate local flying schedules with affected agencies	62
I320 Perform flight planning assistance for aircrews	60
I327 Post weather information	60
E163 Coordinate aircraft incidents or problems with affected agencies	60
A8 Conduct self-inspections or self-assessments	60
G246 Dispose of outdated or obsolete flight publications	59
J364 Perform daily operational system checks on primary crash phone nets	59
E185 Maintain aircraft flight orders or weight and balance forms	58
E157 Brief airfield management supervisory personnel on emergencies or operational activities	57
H262 Coordinate aircraft clearance information with affected agencies	57
C128 Maintain administrative files	57
G248 Maintain flight planning room charts, maps, or publications	53
A19 Develop or establish work methods or procedures	50

TABLE 20

REPRESENTATIVE TASKS PERFORMED BY DAFSC 1C091
 NATIONAL GUARD PERSONNEL
 (PERCENT MEMBERS PERFORMING)

<u>TASKS</u>	1C091 (N=45)
A75 Supervise military personnel	97
A13 Counsel subordinates concerning personal matters	91
A20 Develop or establish work schedules	91
A46 Evaluate personnel for compliance with performance standards	91
A10 Conduct supervisory orientations for newly assigned personnel	91
A2 Assign personnel to work areas or duty positions	88
A16 Determine or establish work assignments or priorities	88
A8 Conduct self-inspections or self-assessments	88
A47 Evaluate personnel for promotion, demotion, reclassification, or special awards	88
A24 Direct administrative functions	84
A71 Schedule personnel for temporary duty (TDY) assignments, leaves, or passes	84
A19 Develop or establish work methods or procedures	82
A62 Participate in general meetings, such as staff meetings, briefings, conferences, or workshops, other than conducting	82
A73 Schedule work assignments or priorities	82
A40 Evaluate job or position descriptions	80
A14 Determine or establish logistics requirements, such as personnel, equipment, tools, parts, supplies, or workspace	80
H261 Coordinate aircraft arrival or departure times with affected agencies	80
A51 Evaluate workload requirements	80
A33 Establish performance standards for subordinates	77
A6 Conduct general meetings, such as staff meetings, briefings, conferences, or workshops	75
H283 Log aircraft arrival or departure times	75
A28 Draft inputs for status of resources, training, and supplies (SORTS) program	71
A36 Evaluate budget requirements	71

TABLE 21

TASKS WHICH BEST DIFFERENTIATE BETWEEN DAFSC 1C071 AND 1C091
 NATIONAL GUARD PERSONNEL
 (PERCENT MEMBERS PERFORMING)

<u>TASKS</u>	<u>DAFSC 1C071</u>	<u>DAFSC 1C091</u>	<u>DIFFERENCE</u>
A47 Evaluate personnel for promotion, demotion, reclassification, or special awards	10	89	-79
A46 Evaluate personnel for compliance with performance standards	17	91	-74
A10 Conduct supervisory orientations for newly assigned personnel	20	91	-71
A71 Schedule personnel for temporary duty (TDY) assignments, leaves, or passes	13	84	-71
A81 Write performance reports or supervisory appraisals	7	78	-71
A82 Write recommendations for awards or decorations	11	78	-67
A13 Counsel subordinates concerning personal matters	24	91	-67
A40 Evaluate job or position descriptions	15	80	-65
A55 Initiate personnel action requests	10	73	-63
A33 Establish performance standards for subordinates	16	78	-62
A73 Schedule work assignments or priorities	21	82	-61
A75 Supervise military personnel	37	98	-61
A28 Draft inputs for status of resources, training, and supplies (SORTS) program	11	71	-60
A20 Develop or establish work schedules	32	91	-59
A51 Evaluate workload requirements	21	80	-59
A80 Write job or position descriptions	10	69	-59
A36 Evaluate budget requirements	12	71	-59
C125 Initiate requests for TDY orders	21	78	-57
A24 Direct administrative functions	29	84	-55

TABLE 22
 REPRESENTATIVE TASKS PERFORMED BY DAFSC 1C051
 RESERVE PERSONNEL
 (PERCENT MEMBERS PERFORMING)

<u>TASKS</u>	1C051 (N=12)
H266 Coordinate flight plans, to include stereo flight plans, with local agencies	100
H261 Coordinate aircraft arrival or departure times with affected agencies	100
H283 Log aircraft arrival or departure times	91
G246 Dispose of outdated or obsolete flight publications	83
G248 Maintain flight planning room charts, maps, or publications	83
H268 Disseminate airfield advisories, RCRs, RSCs, or bird conditions to local agencies	75
H264 Coordinate aircraft or airfield information with appropriate agencies	75
I322 Perform radio or telephone communication checks	75
G252 Post changes to flight publications	75
G244 Build aircrew navigation kits	75
I326 Post VIP welcome signs	75
J365 Perform daily operational system checks on secondary crash phone nets	66
H293 Update inbound, outbound, or local flight logs or strips	66
E187 Monitor status of inbound or outbound aircraft	66
G259 Stock flight publications	66
I330 Test or activate duress alarm systems	66
G249 Maintain foreign clearance guides	58
F214 Determine and report runway surface conditions (RSCs)	58
F240 Report bird-watch conditions or changes	58
F213 Determine and report runway condition readings (RCRs)	50
F238 Perform special airfield checks following situations such as accidents, barrier engagements, or severe weather	50
H262	

TABLE 23
 REPRESENTATIVE TASKS PERFORMED BY DAFSC 1C071
 RESERVE PERSONNEL
 (PERCENT MEMBERS PERFORMING)

<u>TASKS</u>	<u>1C071 (N=18)</u>
H283 Log aircraft arrival or departure times	88
H261 Coordinate aircraft arrival or departure times with affected agencies	83
A8 Conduct self-inspections or self-assessments	83
B90 Conduct OJT	77
I322 Perform radio or telephone communication checks	77
E187 Monitor status of inbound or outbound aircraft	66
E159 Conduct shift change briefings	66
A2 Assign personnel to work areas or duty positions	66
H266 Coordinate flight plans, to include stereo flight plans, with local agencies	61
B111 Schedule personnel for training	61
A19 Develop or establish work methods or procedures	61
A16 Determine or establish work assignments or priorities	61
J335 Complete quick reaction checklists	61
B93 Determine training requirements	61
A75 Supervise military personnel	61
E181 Develop aircraft parking plans	61
I305 Coordinate local aircraft parking requirements with affected agencies	61
I297 Complete passenger manifests and travel cards	61
E157 Brief airfield management supervisory personnel on emergencies or operational activities	61
E186 Monitor flying schedules	55
B92 Counsel trainees on training progress	55
H264 Coordinate aircraft or airfield information with appropriate agencies	55
B112 Schedule training	55
H269 Format and transmit continental United States (CONUS) departure messages	50
I327 Post weather information	50

TABLE 24

TASKS WHICH BEST DIFFERENTIATE BETWEEN DAFSC 1C051 AND 1C071
 RESERVE PERSONNEL
 (PERCENT MEMBERS PERFORMING)

<u>TASKS</u>	<u>DAFSC 1C051</u>	<u>DAFSC 1C071</u>	<u>DAFSC 1C051</u>	<u>DAFSC 1C071</u>	<u>DIFFERENCE</u>
G248 Maintain flight planning room charts, maps, or publications	83	44	39	39	
H266 Coordinate flight plans, to include stereo flight plans, with local agencies	100	61	39	39	
G244 Build aircrew navigation kits	75	39	36	36	
H268 Disseminate airfield advisories, RCRs, RSSCs, or bird conditions to local agencies	75	39	36	36	
G252 Post changes to flight publications	75	39	36	36	
H265 Coordinate airspace advisories with affected agencies	50	17	33	33	
G246 Dispose of outdated or obsolete flight publications	83	50	33	33	
I326 Post VIP welcome signs	75	44	31	31	
J365 Perform daily operational system checks on secondary crash phone nets	67	39	28	28	
*****	*****	*****	*****	*****	*****
A2 Assign personnel to work areas or duty positions	0	67	-67	-67	
A8 Conduct self-inspections or self-assessments	17	83	-66	-66	
E181 Develop aircraft parking plans	0	61	-61	-61	
D156 Store equipment, tools, parts, or supplies	0	56	-56	-56	
A24 Direct administrative functions	0	56	-56	-56	
A19 Develop or establish work methods or procedures	8	61	-53	-53	
B93 Determine training requirements	8	61	-53	-53	
B101 Evaluate personnel to determine training needs	8	56	-48	-48	
B112 Schedule training	8	56	-44	-44	
L455 Coordinate aircraft flow schedules	0	44			

TABLE 25

REPRESENTATIVE TASKS PERFORMED BY DAFSC 1C091
 RESERVE PERSONNEL
 (PERCENT MEMBERS PERFORMING)

<u>TASKS</u>	<u>1C091 (N=12)</u>
A62 Participate in general meetings, such as staff meetings, briefings, conferences, or workshops, other than conducting	83
A75 Supervise military personnel	83
B90 Conduct OJT	83
H261 Coordinate aircraft arrival or departure times with affected agencies	83
A8 Conduct self-inspections or self-assessments	75
H283 Log aircraft arrival or departure times	75
M543 Inspect mobility bags or kits	75
E187 Monitor status of inbound or outbound aircraft	75
A16 Determine or establish work assignments or priorities	75
M534 Don or Doff chemical warfare personal protective clothing	66
G246 Dispose of outdated or obsolete flight publications	66
I297 Complete passenger manifests and travel cards	66
A19 Develop or establish work methods or procedures	66
A2 Assign personnel to work areas or duty positions	66
B106 Maintain training records or files	66
B92 Counsel trainees on training progress	66
I308 Coordinate VIP arrivals or departures	66
H264 Coordinate aircraft or airfield information with appropriate agencies	66
A20 Develop or establish work schedules	66
I322 Perform radio or telephone communication checks	66
E181 Develop aircraft parking plans	66
I307 Coordinate transportation requests for very important persons (VIPs), aircrew, or passengers with affected agencies	66
L486 Monitor refueling, loading, and departure of aircraft under TALCE operational control	58
F193 Conduct daily airfield inspections	50

TABLE 26

TASKS WHICH BEST DIFFERENTIATE BETWEEN DAFSC 1C071 AND 1C091
 RESERVE PERSONNEL
 (PERCENT MEMBERS PERFORMING)

TASKS	DAFSC 1C071	DAFSC 1C091	DIFFERENCE
A24 Direct administrative functions	56	17	39
F207 Coordinate runway, taxiway, or ramp sweeping with affected agencies	44	8	36
E160 Conduct supervisor of flying (SOF) briefings	44	8	36
I331 Verify passenger eligibility to fly military air	50	17	33
F210 Coordinate visitor camera passes with appropriate agencies	33	0	33
I323 Perform time checks for base operations clocks	56	25	31
M539 Identify chemical warfare agents	39	8	31
J370 Plot crash grid maps	39	8	31
H267 Correct Air traffic route control center (ARTCC) computerized rejection messages	39	8	31
D156 Store equipment, tools, parts, or supplies	56	25	31
B112 Schedule training	56	25	31
H287 Relay foreign diplomatic clearances	28	0	28
*****	*****	*****	*****
M543 Inspect mobility bags or kits	28	75	-47
L468 Develop equipment packing lists	22	58	-36
L482 Manage TALCE airfield survey programs	17	50	-33
A62 Participate in general meetings, such as staff meetings, briefings, conferences, or workshops, other than conducting	56	83	-27
L506 Relay threat conditions or nuclear, biological, and chemical (NBC) conditions to aircraft	22	50	-28
A44 Evaluate maintenance or utilization equipment, tools, parts, supplies, or workspace	6	33	-27
I332 Write aircrew brochures	6	33	-27
A42 Evaluate layouts of facilities	6	33	-27

TABLE 27
 DUTIES PERFORMED BY ACTIVE DUTY, NATIONAL GUARD,
 AND RESERVE 1C051
 (PERCENT TIME SPENT)*

<u>DUTY</u>	<u>ACTIVE DUTY</u>	<u>RESERVE</u>
A Management and Supervisory	11	4
B Training	5	3
C Administrative	5	3
D Supply	3	-
E Base Ops and Air Ops Activities	9	11
F Airdrome Control and Maintenance	13	14
G Maintaining Flight Publications	8	10
H Processing Flight Data and Flight Plans	18	28
I Assisting Aircrews and Passengers	10	16
J Airfield Emergency Actions	10	7
K Range Operations Activities	2	-
L Tanker Airlift Control (TALCE) Activities	2	-
M Mobility and Contingency Activities	2	1

* Columns may not add to 100 percent due to rounding

- Indicates less than 1 percent

TABLE 28

COMPARATIVE TASKS PERFORMED BY ACTIVE DUTY DAFSC 1C051
 AND RESERVE 1C051 MEMBERS
 (PERCENT MEMBERS PERFORMING)

<u>TASKS</u>		ACTIVE DUTY 1C051	RESERVE 1C051
H283	Log aircraft arrival or departure times	80	91
H261	Coordinate aircraft arrival or departure times with affected agencies	80	100
E159	Conduct shift change briefings	78	42
G246	Dispose of outdated or obsolete flight publications	78	83
H293	Update inbound, outbound, or local flight logs or strips	77	66
G252	Post changes to flight publications	76	75
G248	Maintain flight planning room charts, maps, or publications	75	83
I322	Perform radio or telephone communication checks	75	75
G249	Maintain foreign clearance guides	74	58
J335	Complete quick reaction checklists	74	17
H289	Request and distribute notice to airmen (NOTAM) summaries to aircrews	73	50
H288	Relay NOTAMs to local agencies	73	33
H266	Coordinate flight plans, to include stereo flight plans, with local agencies	72	100
H268	Disseminate airfield advisories, RCRs, RSCs, or bird conditions to local agencies	72	75
H292	Transmit new, replacement, or cancellation NOTAMs	72	42
H279	Format and transmit ICAO flight plans	72	42
I325	Post NOTAMs	71	58
F193	Conduct daily airfield inspections	70	42
H282	Format NOTAMs	70	42
E187	Monitor status of inbound or outbound aircraft	69	67
H264	Coordinate aircraft or airfield information with appropriate agencies	69	75
G254	Receive flight publication deliveries	69	50
H291	Transmit airfield advisories, RCRs, RSCs, or bird conditions	67	42
G259	Stock flight publications	66	67

TABLE 29
 DUTIES PERFORMED BY ACTIVE DUTY, NATIONAL GUARD,
 AND RESERVE 1C071
 (PERCENT TIME SPENT)*

<u>DUTY</u>	<u>ACTIVE DUTY</u>	<u>NATIONAL GUARD</u>	<u>RESERVE</u>
A Management and Supervisory	29	13	15
B Training	8	4	8
C Administrative	6	7	4
D Supply	2	3	2
E Base Ops and Air Ops Activities	6	13	8
F Airdrome Control and Maintenance	13	5	8
G Maintaining Flight Publications	4	8	5
H Processing Flight Data and Flight Plans	8	13	11
I Assisting Aircrews and Passengers	6	13	10
J Airfield Emergency Actions	6	7	7
K Range Operations Activities	1	2	-
L Tanker Airlift Control (TALCE) Activities	3	3	13
M Mobility and Contingency Activities	6	7	6

* Columns may not add to 100 percent due to rounding

- Indicates less than 1 percent

TABLE 30

COMPARATIVE TASKS PERFORMED BY ACTIVE DUTY DAFSC 1C071,
NATIONAL GUARD 1C071, AND RESERVE 1C071 MEMBERS
(PERCENT MEMBERS PERFORMING)

<u>TASKS</u>		ACTIVE DUTY <u>1C071</u>	NATIONAL GUARD <u>1C071</u>	RESERVE <u>1C071</u>
A62	Participate in general meetings, such as staff meetings, briefings, conferences, or workshops, other than conducting	76	55	56
A46	Evaluate personnel for compliance with performance standards	78	17	33
A75	Supervise military personnel	76	37	61
C116	Compile data for records, reports, logs, or trend analyses	46	41	28
A19	Develop or establish work methods or procedures	68	50	61
A70	Review drafts of instructions, manuals, or other directives	53	27	28
A16	Determine or establish work assignments or priorities	66	46	61
A11	Conduct supervisory performance feedback sessions	71	17	44
A32	Establish organizational policies, such as operating instructions (OIs) or standard operating procedures (SOPs)	61	38	33
A8	Conduct self-inspections or self-assessments	67	61	83
A81	Write performance reports or supervisory appraisals	65	7	11
A82	Write recommendations for awards or decorations	65	11	22
A57	Interpret policies, directives, or procedures for subordinates	57	22	39
A38	Evaluate inspection report findings or inspection procedures	36	18	11
A31	Establish administrative files, such as correspondence files or classified files	30	37	28
A47	Evaluate personnel for promotion, demotion, reclassification, or special awards	65	10	44
C119	Destroy classified materials	50	48	33
A13	Counsel subordinates concerning personal matters	72	24	50
F193	Conduct daily airfield inspections	60	26	39
B90	Conduct OJT	60	41	78
B93	Determine training requirements	54	18	61

TABLE 31
 DUTIES PERFORMED BY ACTIVE DUTY, NATIONAL GUARD,
 AND RESERVE 1C091
 (PERCENT TIME SPENT)*

<u>DUTY</u>	<u>ACTIVE DUTY</u>	<u>NATIONAL GUARD</u>	<u>RESERVE</u>
A Management and Supervisory	45	35	18
B Training	5	5	7
C Administrative	7	7	4
D Supply	-	4	1
E Base Ops and Air Ops Activities	5	6	7
F Airdrome Control and Maintenance	11	4	8
G Maintaining Flight Publications	4	5	6
H Processing Flight Data and Flight Plans	3	7	8
I Assisting Aircrews and Passengers	2	8	8
J Airfield Emergency Actions	2	6	4
K Range Operations Activities	-	1	-
L Tanker Airlift Control (TALCE) Activities	9	3	18
M Mobility and Contingency Activities	4	6	8

* Columns may not add to 100 percent due to rounding

- Indicates less than 1 percent

TABLE 32

COMPARATIVE TASKS PERFORMED BY ACTIVE DUTY DAFSC 1C091,
NATIONAL GUARD 1C091, AND RESERVE 1C091 MEMBERS
(PERCENT MEMBERS PERFORMING)

<u>TASKS</u>		ACTIVE DUTY 1C091	NATIONAL GUARD 1C091	RESERVE 1C091
A57	Interpret policies, directives, or procedures for subordinates	85	64	33
A15	Determine or establish publication requirements	85	67	50
A26	Draft agenda for general meetings, such as staff meetings, briefings, conferences, or workshops	85	49	42
A41	Evaluate job related suggestions	85	58	25
A29	Draft supplements or changes to directives, such as instructions, manuals, or indexes	71	51	17
A8	Conduct self-inspections or self-assessments	71	89	75
A62	Participate in general meetings, such as staff meetings, briefings, conferences, or workshops, other than conducting	71	82	83
A18	Develop inputs to mobility, contingency, disaster preparedness, or unit emergency or alert plans	71	67	25
A40	Evaluate job or position descriptions	71	80	25
F224	Evaluate civil engineering construction plans for buildings or obstructions near flightlines or clear zones	71	7	0
A16	Determine or establish work assignments or priorities	71	89	75
A14	Determine or establish logistics requirements, such as personnel, equipment, tools, parts, supplies, or workspace	57	80	58
A9	Conduct staff assistance visits, inspections, or audits	57	42	25
A6	Conduct general meetings, such as staff meetings, briefings, conferences, or workshops	57	76	33
A70	Review drafts of instructions, manuals, or other directives	57	60	33
A77	Write after action reports	57	44	42
F225	Evaluate requests for airfield restrictions, closures, or waivers	57	16	17

ANALYSIS OF MAJCOM GROUPS

In this survey the various MAJCOMs were compared for differences in the tasks performed by members or the equipment used to perform duties. One of the identified jobs was MAJCOM specific. All personnel in the Administrative Job are assigned to a base in PACAF (all members are assigned to Hickam AFB HI). The Aircrew and Passenger Assistant and Mobility jobs were limited to members of the National Guard and Reserve. The Range Operations Job was limited to PACAF and the National Guard. Training personnel were either assigned to AETC or PACAF. All other jobs and clusters had personnel from numerous MAJCOMs assigned. It was noted that there were MAJCOMs that performed duties more frequently than the others. It was also noted that members of the Reserve had high percentages of members engaged in tanker airlift control activities, while most of the other MAJCOMs had few, if any, members performing those same tasks. In all other duty categories, these percentages of members performing tasks were relatively even from MAJCOM to MAJCOM.

TRAINING ANALYSIS

Occupational survey data can be an integral source of information used to make training programs. Modification of these training programs can assist first-term personnel in many ways (easier to understand, more relevant, etc.). Factors that are useful in evaluating training can be jobs performed by first-enlistment personnel, distribution of first-enlistment personnel across the career ladder, percentages of first-enlistment personnel performing specific tasks, and TE and TD ratings provided by experienced personnel in the 1C0X1 career ladder (see **SURVEY METHODOLOGY**). To assist in the examination of the AFSC 1C0X1 STS, technical training personnel from Keesler AFB MS matched tasks from the AFSC JI to appropriate sections of these documents. The following information reports on first-enlistment personnel who are on Active Duty status.

First-Enlistment Personnel

There were 120 personnel in their first-enlistment, 20 percent of the survey population. The majority of these members (93 percent) are in the Flight Coordination Cluster (see Figure 2). A list of tasks commonly performed by group members is found in Table 33. It can be seen that these tasks are technical in nature and correlate with the tasks performed by members of the Flight Coordination Cluster. Table 34 shows a partial list of support equipment used by large numbers of first-enlistment personnel. Equipment used by large numbers of first-enlistment personnel includes primary and secondary crash phones, radios, and automated weather distribution systems. Many of the tasks performed by the members of this group correlate to the equipment used.

Training Emphasis (TE) and Task Difficulty (TD) Data

TE and TD ratings, coupled with percentages of first-enlistment personnel performing tasks, serve as tools when determining changes or adjustments in training. To assist in this determination, the Automated Training Indicator (ATI) is computed for all 584 tasks in this survey inventory. ATIs combine first-enlistment percent members performing tasks and TE and TD data to compute training decisions based on AETCI 36-2601. Numbered on an 18-point scale (with 1 being the lowest level of training indicated), an ATI reading of 8 or less leads to a training decision of OJT only. For example, if a task has low TE and TD ratings and a low percent members performing, then a low ATI is assigned to that task. For a more complete description of TE and TD ratings, see the Task Factor Administration section in **SURVEY METHODOLOGY**.

The tasks having the highest TE ratings covered formatting NOTAMs, conducting daily airfield inspections, formatting and transmitting CONUS flight plans, and coordinating flight plans, to include stereo flight plans, with local agencies. A more thorough listing of the highest TE ratings can be found in Table 35.

The tasks with the highest TD ratings were maintaining or updating airfield waiver packages, drafting inputs for status of resources, training, and supplies (SORTS) programs, drafting budget requirements, and maintaining or updating contingency plans, mobility plans, or base support plans. Most of these tasks are not recommended for first-enlistment personnel due to the low percentages of members performing. Table 36 lists tasks with the highest TD ratings.

To help training personnel focus on tasks which are most appropriate for entry-level training, an additional factor, the ATI was assigned to each task in the inventory. A computer program considered percent first enlistment (1-48 months TAFMS) performing, TE and TD ratings, and the Course Training Decision Table found in AETCI 36-2601, to determine the ATI. The ATI value for each task corresponds to one of the 18 training decisions on the table. The decision table and explanation of ATIs precede the listing of tasks in descending order of ATI in the training extract. Training personnel should focus on tasks with an ATI of 18, which suggests these tasks should be in the entry level course.

Table 37 documents tasks with the highest ATI ratings. These tasks are performed by large numbers of first-enlistment personnel and the corresponding TE ratings are high (above 4.08). These tasks are highly recommended for training in the basic course.

TABLE 33
REPRESENTATIVE TASKS PERFORMED BY DAFSC 1C0X1
AIRMEN WITH 1-48 MONTHS TAFMS

<u>TASKS</u>	<u>PERCENT MEMBERS PERFORMING (N=120)</u>
H283 Log aircraft arrival or departure times	94
H261 Coordinate aircraft arrival or departure times with affected agencies	93
J365 Perform daily operational system checks on secondary crash phone nets	91
H268 Disseminate airfield advisories, RCRs, RSCs, or bird conditions to local agencies	90
I325 Post NOTAMs	90
H292 Transmit new, replacement, or cancellation NOTAMs	88
H282 Format NOTAMs	88
H277 Format and transmit ICAO departure messages	88
H288 Relay NOTAMs to local agencies	87
H293 Update inbound, outbound, or local flight logs or strips	86
J335 Complete quick reaction checklists	86
F195 Conduct night time or evening airfield lighting checks	85
F193 Conduct daily airfield inspections	84
E159 Conduct shift change briefings	84
H291 Transmit airfield advisories, RCRs, RSCs, or bird conditions	82
H289 Request and distribute notice to airmen (NOTAM) summaries to aircrews	82
F237 Perform runway change notifications	82
I308 Coordinate VIP arrivals or departures	81
H273 Format and transmit CONUS flight plans	80
H266 Coordinate flight plans, to include stereo flight plans, with local agencies	80
H270 Format and transmit CONUS acknowledgment messages	79
H269 Format and transmit continental United States (CONUS) departure messages	76
F214 Determine and report runway surface conditions (RSCs)	76
E187 Monitor status of inbound or outbound aircraft	75
H264 Coordinate aircraft or airfield information with appropriate agencies	74

TABLE 34
SUPPORT EQUIPMENT USED BY FIRST-ENLISTMENT PERSONNEL
(1-48 MONTHS TAFMS)

<u>EQUIPMENT</u>	PERCENT 1ST ENLISTMENT PERFORMING (<u>N=120</u>)
Secondary Crash Phones	99
Radios (HF, VHF, UHF, or Land Mobile Radios (LMRs))	90
Automated Weather Distribution Systems (AWDSs)	85
Primary Crash Phones	84
Service B, Dial Leased A and B Systems (LABS) Equipment	83
Flight Planning Computers	64
Bird Control Equipment, Pyrotechnic	62
Bird Control Equipment, Audio	58
Communications Security (COMSEC) Equipment	52
Decelerometers	50
Personal Computers	48

TABLE 35

TASKS RATED HIGHEST IN TRAINING EMPHASIS (TE)

TASK	TRAINING EMPHASIS*	PERCENT PERFORMING			TASK DIFFICULTY**
		FIRST JOB (N=85)	FIRST ENLISTMENT (N=120)	FIRST	
H282	Format NOTAMs	7.20	88	88	5.14
F193	Conduct daily airfield inspections	7.15	85	84	6.13
H273	Format and transmit CONUS flight plans	7.13	86	80	4.79
H266	Coordinate flight plans, to include stereo flight plans, with local agencies	7.10	81	81	4.30
H275	Format and transmit ICAO change messages	7.00	74	76	4.75
H276	Format and transmit ICAO delay messages	7.00	74	77	4.83
H277	Format and transmit ICAO departure messages	7.00	88	88	4.62
H270	Format and transmit CONUS acknowledgement messages	6.97	85	79	4.03
H271	Format and transmit flight plan amendment messages	6.97	76	72	4.22
H272	Format and transmit CONUS flight plan cancellation messages	6.95	80	75	4.26
H278	Format and transmit ICAO flight plan cancellation messages	6.95	75	78	4.79
H279	Format and transmit ICAO flight plans	6.92	91	89	5.45
H269	Format and transmit continental United States (CONUS) departure messages	6.82	84	77	4.29
H292	Transmit new, replacement, or cancellation NOTAMs	6.82	89	88	4.54
J336	Conduct preliminary communications searches for overdue aircraft	6.74	73	78	5.61

* Training Emphasis (TE) has an average of 2.14 and a standard deviation of 1.94 (high TE ratings are 4.08 and above)

** Task Difficulty (TD) has an average of 5.0 and a standard deviation of 1.0 (high TD ratings are 6.0 and above)

TABLE 36

TASKS RATED HIGHEST IN TASK DIFFICULTY (TD)

TASK	TASK DIFFICULTY*	PERCENT PERFORMING			
		FIRST JOB (N=85)	FIRST ENLISTMENT (N=120)	TRAINING EMPHASIS**	
A60	Maintain or update airfield waiver packages	8.15	6	5	2.15
A28	Draft inputs for status of resources, training, and supplies (SORTS) program	7.74	2	2	1.03
A27	Draft budget requirements	7.68	4	3	0.83
A61	Maintain or update contingency plans, mobility plans, or base support plans	7.61	5	5	1.97
A36	Evaluate budget requirements	7.57	4	3	0.77
A12	Coordinate host-tenant or interservice agreements with appropriate agencies	7.49	5	4	1.18
A59	Maintain communications security (COMSEC) subaccounts	7.49	12	11	2.28
A76	Update runway weight-bearing restrictions	7.44	2	2	1.10
A58	Investigate accidents or incidents	7.40	4	4	1.36
F216	Develop runway painting schedules	7.30	6	5	1.13
A84	Write staff studies, surveys, or routine reports, other than training or inspection reports	7.22	2	2	0.77
B98	Develop training programs, plans, or procedures	7.21	4	3	1.87
E172	Coordinate parking plans for air shows or static displays with affected agencies	7.21	28	29	2.28
F224	Evaluate civil engineering construction plans for buildings or obstructions near flightlines or clear zones	7.21	5	4	1.43
A38	Evaluate inspection report findings or inspection procedures	7.17	9	8	1.20

* Task Difficulty (TD) has an average of 5.0 and a standard deviation of 1.0 (high TD ratings are 6.0 and above)

** Training Emphasis (TE) has an average of 2.14 and a standard deviation of 1.94 (high TE ratings are 4.08 and above)

TABLE 37

EXAMPLE TASKS HIGH IN AUTOMATED TRAINING INDICATOR (ATI) RATINGS

<u>TASKS</u>	<u>PERCENT 1ST ENLIST (N=120)</u>	<u>TRNG EMPH*</u>	<u>TASK DIFF*</u>	<u>ATI**</u>
G257 Review new editions or changes to flight publications	55	4.28	4.91	18
G258 Sort and distribute flight publications to aircrews or local agencies	63	4.67	4.16	18
F195 Conduct night time or evening airfield lighting checks	86	6.67	5.44	18
H292 Transmit new, replacement, or cancellation NOTAMs	88	6.82	4.55	18
H293 Update inbound, outbound, or local flight logs or strips	87	6.44	4.15	18
H262 Coordinate aircraft clearance information with affected agencies	65	5.77	4.05	18
F199 Coordinate airfield maintenance with affected agencies	57	5.44	5.68	18
H264 Coordinate aircraft or airfield information with appropriate agencies	74	6.03	4.09	18
H265 Coordinate airspace advisories with affected agencies	53	5.36	4.65	18
H266 Coordinate flight plans, to include stereo flight plans, with local agencies	81	7.10	4.30	18
H267 Correct Air traffic route control center (ARTCC) computerized rejection messages	74	6.51	5.00	18
H268 Disseminate airfield advisories, RCRs, RSCs, or bird conditions to local agencies	90	6.69	4.37	18
H269 Format and transmit continental United States (CONUS) departure messages	77	6.82	4.29	18
H270 Format and transmit CONUS acknowledgment messages	79	6.97	4.03	18
I320 Perform flight planning assistance for aircrews	66	5.62	5.57	18
J373 Respond to primary crash phone response actions	81	6.46	4.58	18
I296 Brief aircrews on airfield or flight operation requirements or restrictions	62	4.46	5.03	18
G252 Post changes to flight publications	81	6.00	4.40	18

* Training Emphasis (TE) has an average of 2.14 and a standard deviation of 1.94 (high TE ratings are 4.08 and above)

** Task Difficulty (TD) has an average of 5.0 and a standard deviation of 1.0 (high TD ratings are 6.0 and above)

*** Automated Training Indicator (ATI) ratings are based on high percent members performing for first term members, high TE, and sufficient TD

FIRST-ENLISTMENT JOB DISTRIBUTION

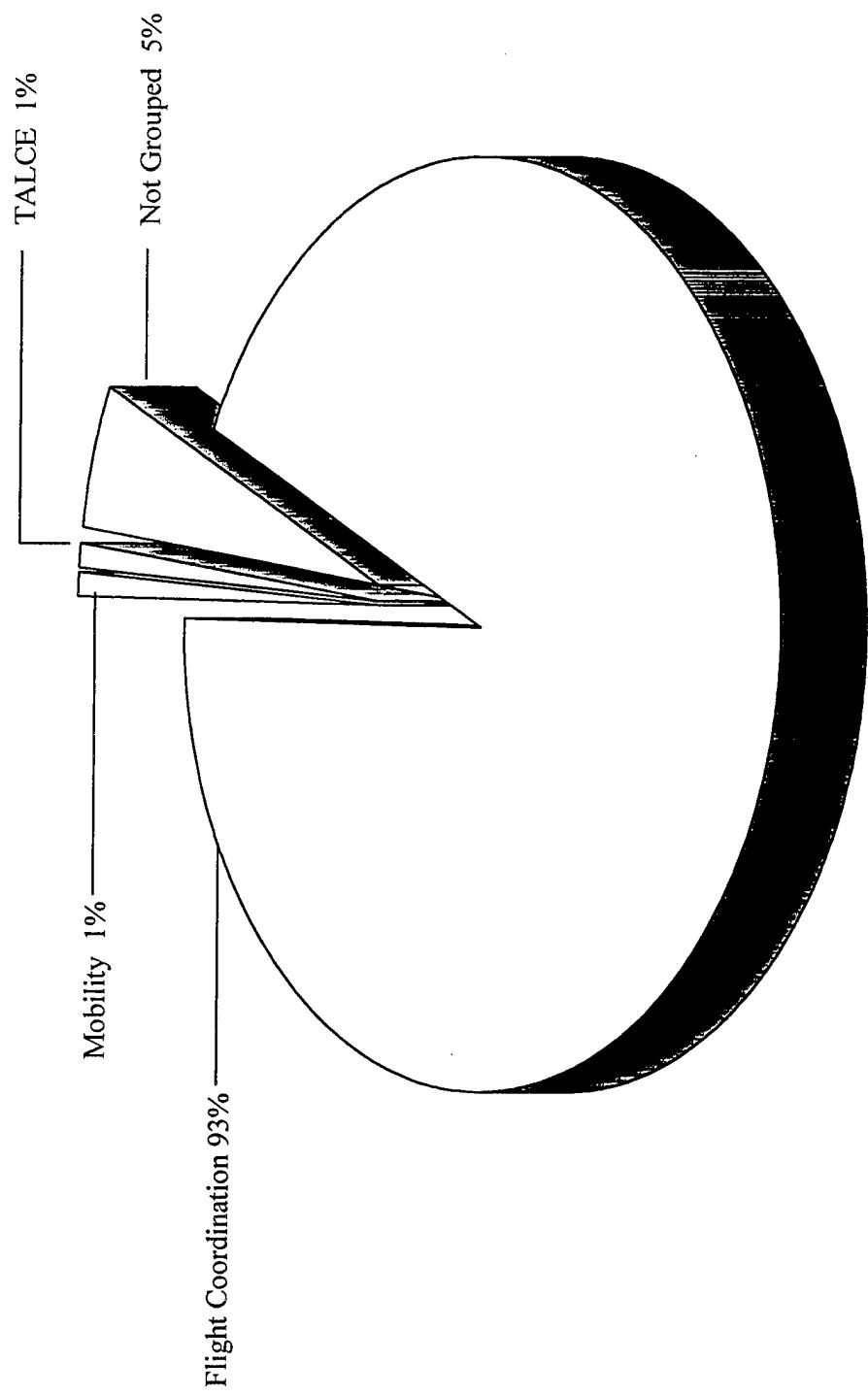


FIGURE 2

Specialty Training Standard (STS)

Normally, for an item to be included on the STS it must have tasks matched by at least 20 percent of the first-job, first-enlistment, 5-, or 7-skill level members. Using this standard, most paragraphs of the STS were supported. Of all STS elements that had matched tasks, there were only two elements that were unsupported. They were 23f(6) (Letters of Agreement/Host Tenant Agreements) and 27b (Weight Bearing). Table 38 shows these STS elements that have matched inventory tasks with low percent members performing and moderate to low TE ratings. These items are recommended for consideration by SMEs for possible deletion from the STS based on the data. Training personnel should carefully review all areas of the STS to determine which areas are suitable for deletion.

There were several elements in the STS which had an entry level code associated, but had very few first-job or first-enlistment personnel performing the tasks. For example, item 28a has two tasks associated with it (coordinating airfield or flying operation waivers with affected agencies and evaluating civil engineering construction plans for buildings or obstructions near flightlines or clear zones). The proficiency code attached to item 28a is "A," suggesting a subject knowledge training requirement. Since there are few members performing the associated task work assigned, it is suggested that the proficiency code be switched to "-", indicating training by OJT only. Further support for OJT consideration is seen in the TE ratings and ATI indicator ratings. In general, the TE and ATI indicators are quite low, suggesting that OJT is more appropriate for these tasks than formal training. For more detailed explanations of TE and ATI ratings, please see the Task Factor Administration section in **SURVEY METHODOLOGY**. Table 39 lists further examples of STS items identified for review.

Table 40 displays some tasks not matched to the STS which have a criterion group with greater than 20 percent members performing. These tasks range from all duties. Because of the higher percentage of members performing these tasks, it may indicate that these tasks need inclusion into the STS. These tasks may already fit into an STS paragraph, but simply were not referenced or they may be functions not currently reflected in any STS element. The data indicate a review of the STS is necessary for the possible insertion of these listed tasks in the next STS revision.

Plan of Instruction (POI) ABR1C031 was also analyzed for referenced and unmatched tasks. However, when examining the POI document, a task is considered non-supported if any criterion group (first-job and first-enlistment personnel) has less than 30 percent of members performing. In the POI analysis, only three POI objectives were discovered with unsupported referenced tasks (see Table 41). These three POI objectives were I.5a (Identify basic facts about Airfield Management forms), I.5b (Identify basic facts about Airfield Management publications), and IV.3c (Identify basic facts about airfield safety and resource protection).

There were many tasks not referenced to any POI objective that had over 30 percent members performing. Similar to the STS analysis, there were unmatched tasks in all duties. Table 42 lists examples of unmatched tasks.

JOB SATISFACTION ANALYSIS

A critical tool in examining any career ladder's success is personal job satisfaction. Data from job satisfaction studies can be used by career ladder managers to gain a better understanding of what factors effect job performance. In this case, career managers can examine job satisfaction to determine job performance of personnel. This OSR examined five satisfaction factors. These factors examined job interest, utilization of talents, utilization of training, sense of accomplishment, and reenlistment intentions. Table 43 displays job satisfaction indicators for AFSC 1C0X1 TAFMS groups and a comparative sample group consisting of mission equipment operations personnel surveyed in 1996. Table 44 compares TAFMS groups from the current survey sample to TAFMS groups from the last survey report. Table 45 compares job satisfaction among the job types and clusters. Table 46 compares job satisfaction among the Active Duty, National Guard, and Reserve samples.

From all indications, the personnel in the 1C0X1 career ladder are content with their current job. Comparing the current survey to the 1C0X2, 1C2X1, and 1N1X1 AFSCs (see Table 43), first-enlistment personnel had higher positive responses in all job satisfaction categories. The 1997 first-enlistment members specifically differed from the comparative sample in their indication of training utilization. Nearly 20 percent more members from the 1997 sample indicated positive perceptions of training than did the comparative sample. On the contrary, nearly all job satisfaction indicator ratings were lower in the 49-96 month TAFMS groups. The only category in which the 1997 sample group had higher satisfaction indications was in training utilization.

Also, examining the current survey to the one conducted in 1993 reveals that job satisfaction remains high (see Table 44). Though the 1997 49-96 month TAFMS group had only 49 percent of all members indicate their job was interesting, reenlistment intentions actually went up from the 1-48 month TAFMS group. All factors analyzed had similar results to the 1993 sample. These similar results indicate that training standards have not been compromised and that members of the career field are in appropriate jobs.

Furthermore, job satisfaction was broken down by job group (see Table 45). The data is useful in breaking down the career ladder and analyzing any deficiencies in training or job placement. By locating any deficiencies, career ladder experts can make necessary adjustments to training or job placement. In this survey, all jobs and clusters reported high job satisfaction. Most members of all jobs and clusters planned on reenlistment (of all those not planning on retirement). Similar to the results seen in Table 44, members of the job groups reported very high satisfaction in training utilization, indicating that their job skills are applied to the job in which they are placed. Only the members of the Range Operations Job indicated low training utilization, having only 20 percent of members indicate satisfaction. Low training utilization may indicate that members are inappropriately placed in a job or that a particular job is not accordingly trained. Training experts should use this data to subsequently make training adjustments.

Lastly, job satisfaction data was broken down by component groups (see Table 46). All groups reported high satisfaction in all categories. The National Guard and Reserve samples indicated very high satisfaction in all categories, particularly job interest and talent utilization. The data indicates that all three component groups are generally well trained and that members are satisfied with their current duties.

TABLE 38

EXAMPLE STS PERFORMANCE ELEMENTS REFLECTING
 LOW PERCENT MEMBERS PERFORMING TASKS
 (LESS THAN 20 PERCENT MEMBERS PERFORMING)

STS ELEMENTS/TASKS	PERCENT MEMBERS PERFORMING					
	1ST TRNG EMP*	1ST JOB (N=85)	1ST ENL (N=120)	DAFSC 1C051 (N=203)	DAFSC 1C071 (N=106)	TASK DIFF**
0234 23f(6) Letters of Agreement/ Host Tenant Agreements						
E169 Coordinate joint-service support agreements with affected agencies	1.41	13	12	13	15	6.20
0259 27b Weight Bearing						
E191 Request airfield weight-bearing capacity waivers	1.54	6	7	8	16	6.33

* Training Emphasis (TE) has an average of 2.14 and a standard deviation of 1.94 (high TE ratings are 4.08 and above)

** Task Difficulty (TD) has an average of 5.0 and a standard deviation of 1.0 (high TD ratings are 6.0 and above)

TABLE 39

EXAMPLE STS ELEMENTS REQUIRING REVIEW OF 3-SKILL LEVEL PROFICIENCY CODES

STS ELEMENTS/TASKS	PROF CODE	TRNG EMP*	PERCENT MEMBERS PERFORMING		TASK DIFF**	ATI***
			1ST (N=85)	1ST (N=120)		
0029 6 Publications and Forms	A					
C128 Maintain administrative files		2.44	13	12	5.28	7
C131 Maintain publication libraries, other than technical order libraries		2.33	16	18	5.20	7
C137 Review publishing bulletins		1.13	14	13	3.81	1
0237 24a Purpose	A					
F233 Participate in Bird Aircraft Strike Hazard (BASH) program meetings		2.03	14	12	5.28	2
0262 28a Clear Zones (surfaces)	A					
E166 Coordinate airfield or flying operation waivers with affected agencies		2.36	13	16	6.02	7
F224 Evaluate civil engineering construction plans for buildings or obstructions near flight lines or clear zones		1.44	5	4	7.21	2

* Training Emphasis (TE) has an average of 2.14 and a standard deviation of 1.94 (high TE ratings are 4.08 and above)

** Task Difficulty (TD) has an average of 5.0 and a standard deviation of 1.0 (high TD ratings are 6.0 and above)

*** Automated Training Indicator (ATI) ratings are based on high percent members performing for first term members, high TE, and sufficient TD

TABLE 39 (CONTINUED)

EXAMPLE STS ELEMENTS REQUIRING REVIEW OF 3-SKILL LEVEL PROFICIENCY CODES

STS ELEMENTS/TASKS	PROF CODE	TRNG EMP*	PERCENT MEMBERS PERFORMING			ATI**
			1ST (N=85)	1ST (N=120)	TASK DIFF**	
0263 28b Temporary waivers						
E166 Coordinate airfield or flying operation waivers with affected agencies						
0266 28e Annual waiver review						
68						
E166 Coordinate airfield or flying operation waivers with affected agencies			2.36	13	16	6.02
E158 Conduct annual review of airfield and airspace standard waivers			1.59	7	10	7.13
						7

* Training Emphasis (TE) has an average of 2.14 and a standard deviation of 1.94 (high TE ratings are 4.08 and above)

** Task Difficulty (TD) has an average of 5.0 and a standard deviation of 1.0 (high TD ratings are 6.0 and above)

*** Automated Training Indicator (ATI) ratings are based on high percent members performing for first term members, high TE, and sufficient TD

TABLE 40

EXAMPLE TASKS WITH MORE THAN 20 PERCENT MEMBERS PERFORMING NOT
MATCHED TO STS ELEMENTS

TASKS NOT REFERENCED	TRNG EMP*	PERCENT MEMBERS PERFORMING					TASK DIFF**
		1ST JOB (N=85)	1ST ENL (N=120)	DAFSC 1C051 (N=203)	DAFSC 1C071 (N=106)	PERCENT MEMBERS PERFORMING	
H283 Log aircraft arrival or departure times		6.46	94	94	81	56	3.59
H280 Format and transmit transborder flight notifications or departure messages		6.00	49	48	45	28	5.21
J360 Initiate QALQ messages on overdue aircraft		5.77	49	50	47	25	5.12
F212 Correct minor airfield problems, such as removing foreign objects or untangling windsocks		5.33	86	80	64	59	3.94
I298 Conduct aircraft flight-following services		5.18	33	33	48	32	4.46
G246 Dispose of outdated or obsolete flight publications		4.85	71	71	78	52	3.13
G254 Receive flight publication deliveries		4.64	60	63	69	58	3.95
I317 Maintain VIP lounges or base operations facilities		3.49	71	68	65	48	3.38
I326 Post VIP welcome signs		3.36	66	69	53	35	3.12
I304 Coordinate billeting or meal requirements for aircrews or passengers with appropriate agencies		2.77	56	53	48	33	3.58
D145 Identify and report equipment or supply problems		2.59	24	24	37	43	4.90
E174 Coordinate ramp control procedures with affected agencies		2.54	39	38	39	39	6.29
F205 Coordinate rubber removal from runways with civil engineering or contractors		2.28	27	27	22	35	6.04

* Training Emphasis (TE) has an average of 2.14 and a standard deviation of 1.94 (high TE ratings are 4.08 and above)
** Task Difficulty (TD) has an average of 5.0 and a standard deviation of 1.0 (high TD ratings are 6.0 and above)

TABLE 41

EXAMPLE POI OBJECTIVES REFLECTING
LOW PERCENT MEMBERS PERFORMING TASKS
(LESS THAN 30 PERCENT MEMBERS PERFORMING)

POI OBJECTIVES/TASKS	TRNG EMP*	N=85)	PERCENT MEMBERS PERFORMING			TSK DIFF**
			1ST	1ST	JOB	
0020 I.5a Identify basic facts about Airfield Management forms			2.44	13	12	5.28
C128 Maintain administrative files			2.33	16	18	5.20
C131 Maintain publication libraries, other than technical order libraries			1.13	14	13	3.81
C137 Review publishing bulletins						
0021 I.5b Identify basic facts about Airfield Management publications			2.44	13	12	5.28
C128 Maintain administrative files			2.33	16	18	5.20
C131 Maintain publication libraries, other than technical order libraries			1.13	14	13	3.81
C137 Review publishing bulletins						
0079 IV.3c Identify basic facts about airfield safety and resource protection						
F230 Maintain runway intrusion records			2.56	20	20	4.62

* Training Emphasis (TE) has an average of 2.14 and a standard deviation of 1.94 (high TE ratings are 4.08 and above)

** Task Difficulty (TD) has an average of 5.0 and a standard deviation of 1.0 (high TD ratings are 6.0 and above)

TABLE 42

EXAMPLE TASKS WITH MORE THAN 30 PERCENT MEMBERS PERFORMING NOT
MATCHED TO POI OBJECTIVES

TASKS NOT REFERENCED	TRNG EMP*	PERCENT MEMBERS		PERCENT MEMBERS		TASK DIFF**
		1ST (N=85)	1ST (N=120)	1ST JOB	1ST ENL	
F213 Determine and report runway condition readings (RCRs)		6.03	53	53	53	5.90
G252 Post changes to flight publications		6.00	82	81	81	4.40
H280 Format and transmit transborder flight notifications or departure messages		6.00	49	48	48	5.21
F238 Perform special airfield checks following situations such as accidents, barrier engagements, or severe weather		5.77	49	50	50	5.12
J360 Initiate QALQ messages on overdue aircraft		5.77	49	50	50	5.12
J354 Format and transmit replies to information requests (INREQs) on overdue aircraft		5.72	40	41	41	5.23
E159 Conduct shift change briefings		5.67	62	59	59	5.20
J355 Format and transmit replies to QALQ messages on overdue aircraft		5.67	62	59	59	5.20
G248 Maintain flight planning room charts, maps, or publications		5.64	75	76	76	4.29
J359 Initiate INREQs on overdue aircraft		5.62	32	33	33	5.23
F212 Correct minor airfield problems, such as removing foreign objects or untangling windsocks		5.33	86	80	80	3.94
C119 Destroy classified materials		5.23	36	39	39	4.66
G246 Dispose of outdated or obsolete flight publications		4.85	71	71	71	3.13

* Training Emphasis (TE) has an average of 2.14 and a standard deviation of 1.94 (high TE ratings are 4.08 and above)
** Task Difficulty (TD) has an average of 5.0 and a standard deviation of 1.0 (high TD ratings are 6.0 and above)

TABLE 43

COMPARISON OF JOB SATISFACTION INDICATORS FOR 1C0X1 AND
COMPARATIVE SAMPLE GROUP
(PERCENT MEMBERS RESPONDING)*

	1-48 MONTHS TAFMS			49-96 MONTHS TAFMS			97+ MONTHS TAFMS		
	1997 (N=120)	COMP SAMPLE (N=468)	1997 (N=84)	COMP SAMPLE (N=323)	1997 (N=234)	COMP SAMPLE (N=964)	1997 (N=234)	COMP SAMPLE (N=964)	
<u>EXPRESSED JOB INTEREST</u>									
INTERESTING	63	56	49	68	75	70	75	70	70
SO-SO	20	25	31	17	14	16	14	16	16
DULL	18	18	20	15	11	14	11	14	14
<u>PERCEIVED UTILIZATION OF TALENTS</u>									
FAIRLY WELL TO PERFECTLY	71	64	61	75	77	76	75	77	76
LITTLE OR NOT AT ALL	28	36	39	25	23	24	21	23	24
<u>PERCEIVED UTILIZATION OF TRAINING</u>									
FAIRLY WELL TO PERFECTLY	93	73	81	67	75	68	75	75	68
LITTLE OR NOT AT ALL	7	27	21	33	25	32	33	25	32
<u>SENSE OF ACCOMPLISHMENT</u>									
SATISFIED	69	59	52	61	65	67	61	65	67
NEUTRAL	18	21	18	16	10	11	13	10	11
DISSATISFIED	13	20	30	23	25	22	20	25	22
<u>REENLISTMENT INTENTIONS</u>									
YES, OR PROBABLY YES	63	60	67	70	68	73	63	68	73
NO, OR PROBABLY NO	35	39	32	29	12	8	31	12	8
PLAN TO RETIRE	0	1	0	1	20	19	1	20	19

* Columns may not add to 100 percent due to rounding

** Comparative sample of mission equipment AFSCs surveyed in 1996, including 1C0X2 (Operations Resource Management), 4T0X1 (Combat Control), and 1N1X1 (Imagery Interpreter)

TABLE 44

COMPARISON OF JOB SATISFACTION INDICATORS FOR 1C0X1 AND
COMPARATIVE SAMPLE GROUP
(PERCENT MEMBERS RESPONDING)*

	1-48 MONTHS TAFMS			49-96 MONTHS TAFMS			97+ MONTHS TAFMS		
	1997 (N=120)	1993 (N=192)	1997 (N=84)	1997 (N=93)	1993 (N=234)	1997 (N=234)	1997 (N=234)	1993	
<u>EXPRESSED JOB INTEREST</u>									
INTERESTING	63	74	49	68	75	75			
SO-SO	20	12	31	18	14	17			
DULL	18	13	20	13	11	8			
<u>PERCEIVED UTILIZATION OF TALENTS</u>									
FAIRLY WELL TO PERFECTLY	71	73	61	67	77	79			
LITTLE OR NOT AT ALL	28	27	39	33	23	21			
<u>PERCEIVED UTILIZATION OF TRAINING</u>									
FAIRLY WELL TO PERFECTLY	93	91	81	81	75	79			
LITTLE OR NOT AT ALL	7	8	21	19	25	22			
<u>SENSE OF ACCOMPLISHMENT</u>									
SATISFIED	69	N/A	52	N/A	65	N/A			
NEUTRAL	18	N/A	18	N/A	10	N/A			
DISSATISFIED	13	N/A	30	N/A	25	N/A			
<u>REENLISTMENT INTENTIONS</u>									
YES, OR PROBABLY YES	63	54	67	70	68	72			
NO, OR PROBABLY NO	35	46**	32	29**	12	27**			
PLAN TO RETIRE	0		0	0	20				

* Columns may not add to 100 percent due to rounding

** 1993 Survey instrument measured reenlistment intentions as "Yes, or probably yes," and "No, or probably no, or plan to retire"

TABLE 45

COMPARISON OF JOB SATISFACTION INDICATORS FOR CLUSTERS AND JOB TYPES
(PERCENT MEMBERS RESPONDING)*

	FLIGHT COORDINATION CLUSTER	AIRCREW AND PASSENGER ASSISTANT JOB	MANAGERIAL JOB
<u>EXPRESSED JOB INTEREST</u>			
INTERESTING	69	100	90
SO-SO	18	0	5
DULL	13	0	5
<u>PERCEIVED UTILIZATION OF TALENTS</u>			
FAIRLY WELL TO PERFECTLY	75	100	92
LITTLE OR NOT AT ALL	24	0	8
<u>PERCEIVED UTILIZATION OF TRAINING</u>			
FAIRLY WELL TO PERFECTLY	88	100	87
LITTLE OR NOT AT ALL	12	0	13
<u>SENSE OF ACCOMPLISHMENT</u>			
SATISFIED	70	88	79
NEUTRAL	11	0	3
DISSATISFIED	19	12	18
<u>REENLISTMENT INTENTIONS</u>			
YES, OR PROBABLY YES	69	75	72
NO, OR PROBABLY NO	21	0	10
PLAN TO RETIRE	9	25	18

* Columns may not add to 100 percent due to rounding

TABLE 45 (CONTINUED)

COMPARISON OF JOB SATISFACTION INDICATORS FOR CLUSTERS AND JOB TYPES
(PERCENT MEMBERS RESPONDING)*

	MOBILITY JOB	TALCE OPERATIONS JOB	PUBLICATIONS JOB
<u>EXPRESSED JOB INTEREST</u>			
INTERESTING	83	91	60
SO-SO	17	6	0
DULL	0	3	40
<u>PERCEIVED UTILIZATION OF TALENTS</u>			
FAIRLY WELL TO PERFECTLY	83	94	80
LITTLE OR NOT AT ALL	17	6	20
<u>PERCEIVED UTILIZATION OF TRAINING</u>			
FAIRLY WELL TO PERFECTLY	83	73	60
LITTLE OR NOT AT ALL	17	27	40
<u>SENSE OF ACCOMPLISHMENT</u>			
SATISFIED	67	85	60
NEUTRAL	17	12	0
DISSATISFIED	17	3	40
<u>REENLISTMENT INTENTIONS</u>			
YES, OR PROBABLY YES	67	76	80
NO, OR PROBABLY NO	0	9	20
PLAN TO RETIRE	33	15	0

* Columns may not add to 100 percent due to rounding

TABLE 45 (CONTINUED)

COMPARISON OF JOB SATISFACTION INDICATORS FOR CLUSTERS AND JOB TYPES
(PERCENT MEMBERS RESPONDING)*

	RANGE OPERATIONS JOB	ADMINISTRATIVE JOB	FUNCTIONAL MANAGER JOB	TRAINER JOB
<u>EXPRESSED JOB INTEREST</u>				
INTERESTING	80	60	100	86
SO-SO	10	20	0	0
DULL	10	20	0	14
<u>PERCEIVED UTILIZATION OF TALENTS</u>				
FAIRLY WELL TO PERFECTLY	80	60	100	86
LITTLE OR NOT AT ALL	20	40	0	14
<u>PERCEIVED UTILIZATION OF TRAINING</u>				
FAIRLY WELL TO PERFECTLY	20	40	80	71
LITTLE OR NOT AT ALL	80	60	20	29
<u>SENSE OF ACCOMPLISHMENT</u>				
SATISFIED	80	60	100	57
NEUTRAL	0	20	0	29
DISSATISFIED	20	20	0	14
<u>REENLISTMENT INTENTIONS</u>				
YES, OR PROBABLY YES	100	100	60	29
NO, OR PROBABLY NO	0	0	0	14
PLAN TO RETIRE	0	0	40	57

* Columns may not add to 100 percent due to rounding

TABLE 46

COMPARISON OF JOB SATISFACTION INDICATORS FOR 1C0X1
 ACTIVE DUTY, NATIONAL GUARD, AND RESERVE
 (PERCENT MEMBERS RESPONDING)*

	ACTIVE DUTY (N=438)	NATIONAL GUARD (N=129)	RESERVE (N=43)
<u>EXPRESSED JOB INTEREST</u>			
INTERESTING	67	88	95
SO-SO	19	9	2
DULL	14	4	0
<u>PERCEIVED UTILIZATION OF TALENTS</u>			
FAIRLY WELL TO PERFECTLY	72	91	91
LITTLE OR NOT AT ALL	28	9	7
<u>PERCEIVED UTILIZATION OF TRAINING</u>			
FAIRLY WELL TO PERFECTLY	80	81	83
LITTLE OR NOT AT ALL	19	19	14
<u>SENSE OF ACCOMPLISHMENT</u>			
SATISFIED	63	81	86
NEUTRAL	13	9	9
DISSATISFIED	23	9	2
<u>REENLISTMENT INTENTIONS</u>			
YES, OR PROBABLY YES	66	81	84
NO, OR PROBABLY NO	23	2	0
PLAN TO RETIRE	11	16	14

* Columns may not add to 100 percent due to rounding

IMPLICATIONS

In terms of tasks performed and relative time spent on duties, the Airfield Management career ladder structure has changed very little since the last published OSR. DAFSC 1C031 members primarily perform technical tasks. They are mostly found in the Flight Coordination Cluster, where the majority of work is technical. As members advance to the 5-skill level, they still find themselves largely in a technical role, but they also are involved in supervisory activities. They are upper level workers, involved with the technical tasks, but also involved with less experienced personnel and OJT programs. Moving to the 7-skill level, members focus mostly on the supervisory aspect of the job. They find themselves in the decision-making roles, performing managerial and training tasks. As personnel attain the 9-skill level, they are almost purely supervisors. This career ladder progression is nearly identical to the progress described in the 1993 report. From all indications, AFMAN 36-2108 *Specialty Descriptions* accurately reflect the career ladder progression of 1C0X1 personnel.

Analysis of the AFSC 1C0X1 STS and POI reflected support for most areas; however, there were some left unsupported. Areas that are unsupported are letters of agreement/host tenant agreements, and weight bearing. The STS and POI items should be thoroughly examined to determine if they should be retained or deleted in the next Career Field Education and Training Plan (CFETP). Some training elements may be critical to retain due to safety or mission critical functions, though performance indicators are low. On the contrary, training personnel should consider the addition of items based on high personnel performance. These tasks with high percentages of members performing should be examined for inclusion into the CFETP documents.

The personnel of the 1C0X1 career field expressed high job satisfaction. The large majority of members not retiring indicated that they planned on reenlisting. Furthermore, these members expressed high satisfaction in perceived utilization of talents and training. This indicates that members are properly placed in the job field and that their skills are effectively utilized on the job.

APPENDIX A
SELECTED REPRESENTATIVE TASKS PERFORMED BY
CAREER LADDER STRUCTURE GROUPS

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TABLE A1
REPRESENTATIVE TASKS PERFORMED BY FLIGHT COORDINATION CLUSTER
(ST065)

TASKS	PERCENT MEMBERS PERFORMING
H283 Log aircraft arrival or departure times	98
H261 Coordinate aircraft arrival or departure times with affected agencies	97
H293 Update inbound, outbound, or local flight logs or strips	92
E187 Monitor status of inbound or outbound aircraft	85
H266 Coordinate flight plans, to include stereo flight plans, with local agencies	90
I325 Post NOTAMs	91
H268 Disseminate airfield advisories, RCRs, RSCs, or bird conditions to local agencies	89
H289 Request and distribute notice to airmen (NOTAM) summaries to aircrews	89
J365 Perform daily operational system checks on secondary crash phone nets	91
H288 Relay NOTAMs to local agencies	89
H264 Coordinate aircraft or airfield information with appropriate agencies	87
F193 Conduct daily airfield inspections	83
E159 Conduct shift change briefings	85
H292 Transmit new, replacement, or cancellation NOTAMs	87
J335 Complete quick reaction checklists	88
H282 Format NOTAMs	85
H291 Transmit airfield advisories, RCRs, RSCs, or bird conditions	81
I322 Perform radio or telephone communication checks	89
H273 Format and transmit CONUS flight plans	75
I308 Coordinate VIP arrivals or departures	86
F195 Conduct night time or evening airfield lighting checks	78
H262 Coordinate aircraft clearance information with affected agencies	78
J373 Respond to primary crash phone response actions	85
E180 Coordinate weather warnings, advisories, or watches with appropriate agencies	82
G248 Maintain flight planning room charts, maps, or publications	84
H269 Format and transmit continental United States (CONUS) departure messages	71
H279 Format and transmit ICAO flight plans	85

TABLE A2

REPRESENTATIVE TASKS PERFORMED BY AIRCREW AND PASSENGER ASSISTANT JOB
(ST113)

TASKS	PERCENT MEMBERS PERFORMING
G248 Maintain flight planning room charts, maps, or publications	100
G259 Maintain International Civil Aviation Organization (ICAO) documents	100
I297 Complete passenger manifests and travel cards	100
G258 Sort and distribute flight publications to aircrews or local agencies	100
G246 Dispose of outdated or obsolete flight publications	100
E186 Monitor flying schedules	100
H261 Coordinate aircraft arrival or departure times with affected agencies	100
G252 Post changes to flight publications	100
I320 Perform flight planning assistance for aircrews	100
G254 Receive flight publication deliveries	100
G247 Inspect and restock aircrew navigation kits	87
I331 Verify passenger eligibility to fly military air	87
E187 Monitor status of inbound or outbound aircraft	87
I317 Maintain VIP lounges or base operations facilities	87
I327 Post weather information	87
I323 Perform time checks for base operations clocks	87
H266 Coordinate flight plans, to include stereo flight plans, with local agencies	87
G244 Build aircrew navigation kits	87
G249 Maintain foreign clearance guides	87
I322 Perform radio or telephone communication checks	87
H293 Update inbound, outbound, or local flight logs or strips	75
H283 Log aircraft arrival or departure times	75
I321 Perform passenger roll calls or departure notifications	75
H264 Coordinate aircraft or airfield information with appropriate agencies	75
E189 Post daily flight schedule changes	62

TABLE A3
REPRESENTATIVE TASKS PERFORMED BY MANAGERIAL JOB
(ST071)

TASKS	PERCENT MEMBERS PERFORMING
A62 Participate in general meetings, such as staff meetings, briefings, conferences, or workshops, other than conducting	97
A46 Evaluate personnel for compliance with performance standards	97
A16 Determine or establish work assignments or priorities	94
A8 Conduct self-inspections or self-assessments	94
A13 Counsel subordinates concerning personal matters	94
A75 Supervise military personnel	92
A32 Establish organizational policies, such as operating instructions (OIs) or standard operating procedures (SOPs)	89
A47 Evaluate personnel for promotion, demotion, reclassification, or special awards	89
A82 Write recommendations for awards or decorations	89
A19 Develop or establish work methods or procedures	87
A11 Conduct supervisory performance feedback sessions	87
A33 Establish performance standards for subordinates	84
A6 Conduct general meetings, such as staff meetings, briefings, conferences, or workshops	82
A2 Assign personnel to work areas or duty positions	82
A20 Develop or establish work schedules	79
A71 Schedule personnel for temporary duty (TDY) assignments, leaves, or passes	79
A57 Interpret policies, directives, or procedures for subordinates	76
A81 Write performance reports or supervisory appraisals	76
A51 Evaluate workload requirements	76
A56 Inspect personnel for compliance with military standards	76
A40 Evaluate job or position descriptions	74
A50 Evaluate work schedules	71
A73 Schedule work assignments or priorities	69
A24 Direct administrative functions	69

TABLE A4
REPRESENTATIVE TASKS PERFORMED BY MOBILITY JOB
(ST079)

TASKS	PERCENT MEMBERS PERFORMING
A14 Determine or establish logistics requirements, such as personnel, equipment, tools, parts, supplies, or workspace	100
A18 Develop inputs to mobility, contingency, disaster preparedness, or unit emergency or alert plans	100
D156 Store equipment, tools, parts, or supplies	100
D149 Inventory equipment, tools, parts, or supplies	100
M534 Don or Doff chemical warfare personal protective clothing	100
M567 Perform work area security	100
M549 Maintain chemical warfare personal protective equipment during contingency exercises or operations	100
M561 Perform cover and concealment techniques for work party security	100
M543 Inspect mobility bags or kits	100
M544 Inspect packed or palletized mobility or contingency equipment prior to transport	100
M550 Maintain disaster preparedness checklists	100
M560 Perform chemical warfare agent decontamination procedures	100
M564 Perform personal camouflage procedures	100
A7 Conduct safety inspections of equipment or facilities	100
M538 Establish mobility or contingency positions for exercises	100
M537 Erect tents	100
M577 Set up or tear down shelters	100
M536 Erect camouflage nettings	100
M563 Perform explosive ordnance reconnaissance	100
M539 Identify chemical warfare agents	100
A9 Conduct staff assistance visits, inspections, or audits	100

TABLE A5

REPRESENTATIVE TASKS PERFORMED BY TALCE OPERATIONS TECHNICIAN
(ST075)

TASKS	PERCENT MEMBERS PERFORMING
L442 Build or maintain (TALCE) deployment form kits	100
L481 Maintain TALCE mission folders	100
L486 Monitor refueling, loading, and departure of aircraft under TALCE operational control	100
L443 Build or maintain (TALCE) deployment publication kits	100
L485 Monitor mission progress	100
L449 Complete or transmit on-station and off-station reports	96
L444 Build or maintain (TALCE) mobility kits	96
L495 Pack or unpack TALCE vehicles	96
L511 Transmit on-station or off-station reports	93
L476 Establish and maintain radio contact with TALCE mission aircraft	93
L473 Distribute aircraft flow schedules	93
L484 Monitor aircraft delays based on authorized ground times	93
L494 Operate satellite communications (SATCOM) radios	93
L445 Build or maintain airfield survey Tanker Airlift Control Element (TALCE) kits	90
L455 Coordinate aircraft flow schedules	90
L457 Coordinate aircraft movements with tanker Airlift Control Center (TACC) and Air Mobility Elements (AMEs)	87
L468 Develop equipment packing lists	87
M534 Don or Doff chemical warfare personal protective clothing	87
L478 Inspect deployable equipment	84
L483 Modify standard unit-type-code (UTC) package requirements for specific deployments	84
L463 Coordinate deployed location radio frequency requirements with higher headquarters	84
I300 Conduct airfield surveys	84
L469 Develop plans and procedures for TALCE center (AOC) locations	84

TABLE A6
REPRESENTATIVE TASKS PERFORMED BY PUBLICATIONS JOB
(ST089)

TASKS	PERCENT MEMBERS PERFORMING
G246 Dispose of outdated or obsolete flight publications	100
G259 Stock flight publications	100
G254 Receive flight publication deliveries	100
G255 Request flight publications for operation taskings	100
D149 Inventory equipment, tools, parts, or supplies	100
G244 Build aircrew navigation kits	80
C131 Maintain publication libraries, other than technical order libraries	80
G247 Inspect and restock aircrew navigation kits	80
G253 Procure flight publications, maps, or charts	80
G248 Maintain flight planning room charts, maps, or publications	80
G251 Maintain Jeppesen navigational publications	80
G252 Post changes to flight publications	80
D150 Issue or log turn-ins of equipment, tools, parts, or supplies	80
D148 Initiate requisitions for equipment, tools, parts, or supplies	80
D145 Identify and report equipment or supply problems	80
D141 Coordinate maintenance of equipment with appropriate agencies	80
G257 Review new editions or changes to flight publications	80
D146 Initiate documentation to turn in excess or surplus property	80
D153 Maintain organizational equipment or supply records, such as custodian authorization/custody receipt listings (CA/CRLs)	60

TABLE A7
REPRESENTATIVE TASKS PERFORMED BY RANGE OPERATIONS JOB
(ST055)

TASKS	PERCENT MEMBERS PERFORMING
K382 Complete range opening or closing checklists	100
K423 Report aircraft bomb or strafe scores to home-base units	100
K420 Record aircraft range check-in and departure times	100
K407 Notify range-users home base of range status or flying conditions	100
K412 Perform daily range operations and maintenance	90
K409 Operate radio and telephone recording equipment	90
K385 Coordinate activation or deactivation of range special-use airspace	90
K436 Test range radios, emergency lights, or crash phones	90
K425 Report unauthorized aircraft instructions of range airspace	90
K381 Collect inert bombs or target debris from target areas	80
K431 Score strafe runs	80
K435 Test Acoustiscore microphones	80
K402 Inspect ranges or strafe pits	80
K394 Coordinate range security and safety with affected agencies	80
K401 Inform aircraft of range status, ground and air activities, weather, or range restrictions	80
K379 Clear aircraft on range	80
K433 Spot, score, and record ordnance impact points	70
K419 Rebuild dirt berms in strafe pits	70
K432 Set up ranges for night operations	70
K391 Coordinate range activities and special-user requests with affected agencies	70
B90 Conduct OJT	60
K410 Pass bomb scores to aircraft	60

TABLE A8
REPRESENTATIVE TASKS PERFORMED BY ADMINISTRATIVE JOB
(ST083)

TASKS	PERCENT MEMBERS PERFORMING
C122 Initiate classified reports, messages, or documents	100
C139 Safeguard classified materials	100
C119 Destroy classified materials	100
C126 Inventory classified materials	100
C130 Maintain or update status indicators, such as boards, graphs, or charts	80
C120 Establish accountability records for classified materials or documents	80
A75 Supervise military personnel	80
C121 Identify and report suspected security compromises	80
C127 Maintain accountability records for classified materials or documents	80
A81 Write performance reports or supervisory appraisals	80

TABLE A9
REPRESENTATIVE TASKS PERFORMED BY FUNCTIONAL MANAGER JOB
(ST074)

TASKS	PERCENT MEMBERS PERFORMING
C118 Coordinate requests for TDY orders with appropriate agencies	100
A79 Write inspection reports	100
A62 Participate in general meetings, such as staff meetings, briefings, conferences, or workshops, other than conducting	100
C116 Compile data for records, reports, logs, or trend analyses	80
A9 Conduct staff assistance visits, inspections, or audits	80
A29 Draft supplements or changes to directives, such as instructions, manuals, or indexes	80
B85 Administer or score tests	80
B113 Write test questions	80
C140 Write minutes of briefings, conferences, or meetings	80
C125 Initiate requests for TDY orders	80
F225 Evaluate requests for airfield restrictions, closures, or waivers	80
A63 Plan briefings, conferences, or workshops	80
G257 Review new editions or changes to flight publications	80
A15 Determine or establish publication requirements	80
A41 Evaluate job related suggestions	80
A26 Draft agenda for general meetings, such as staff meetings, briefings, conferences, or workshops	80

TABLE A10
REPRESENTATIVE TASKS PERFORMED BY TRAINER JOB
(ST054)

TASKS	PERCENT MEMBERS PERFORMING
B97 Develop training materials or aids	100
B113 Write test questions	85
B95 Develop performance tests	85
B85 Administer or score tests	85
B106 Maintain training records or files	85
B89 Conduct formal course classroom training	71
B107 Personalize lesson plans	71
B100 Evaluate effectiveness of training programs, plans or procedures	71
B92 Counsel trainees on training progress	71
B87 Brief organizational personnel concerning training programs or matters	71
B110 Procure training aids, space, or equipment	71
B93 Determine training requirements	71
A13 Counsel subordinates concerning personal matters	71
B91 Conduct training conferences, briefings, or debriefings	71
B98 Develop training programs, plans, or procedures	57
B102 Evaluate progress of trainees	57
B105 Inspect training materials or aids for operation or suitability	57
B114 Write training reports	57
B101 Evaluate personnel to determine training needs	42